

**THE EFFECT OF SERVICE CLIMATE
ON CUSTOMER EXPERIENCE:
THE MEDIATING ROLE OF
SERVICE BEHAVIOR**

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By

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I, Srinivasa Rao Voruganti, hereby declare that the thesis entitled, The Effect of Service Climate on Customer Experience: The Mediating role of service behavior, submitted by me under the guidance and research supervision of Prof. B. Raja Shekhar is a bonafide research work which is also free from plagiarism. I also declare that it has not been submitted previously in part or in full to this University or any other University or Institution for the award of any degree or diploma. I hereby agree that my thesis can be deposited in Shodganga/INFLIBNET.

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Abstract

In the modern competitive world, providing superior customer experience is the most critical element for organization survival and growth. Delivering outstanding customer experience is a means of competitive edge and a strategic priority for service organizations. Therefore, researchers and practicing managers showing immense interest in customer experience. Satisfying and retaining customers is the biggest challenge for restaurant managers. Frontline service employees offer differentiation in services and thereby enhance the competitive advantage of the service provider. Frontline service employees connect the business organization to their customers. The research that integrates the internal business operations with external operations of customer outcomes is called linkage research. Linkage research studies help to integrate internal organizational efforts with external customer outcomes and profits. In linkage research, the hypothesis will be based on the direct interaction of frontline employees with the customers. The present research study focused on service climate, employee behavior, and customer experience constructs.

Service climate indicates the activities that a business organization performs and displays its orientation towards service and customers. Service climate has concern for employees and customers. Employee behavior affects customer experiences/outcomes. Service behaviors are identified as a connection between service climate and customer experience but theoretically underspecified. The objectives of the study are to 1) investigate how to improve customer experience by focusing on service climate and service behavior in the fine dining industry, 2) testing an integrated framework of service climate, employee behavior, and customer experience model, 3) investigating the mediating role of employee behavior between service climate and

customer experience. It is proposed that behaviors suggested in the literature on marketing and consumer behaviors affect customer experience. The present study empirically investigates the impact of service behavior and service climate on customer experience in the hospitality industry. Testing the mediating role of service behavior between service climate and the customer experience in the hospitality industry can bridge the research gap between the service climate and customer experience. Data were collected through questionnaires from 504 frontline employees (customer executives) and their customers, using purposive sampling. To test the research model, we have used SEM techniques with SPSS AMOS software.

Previous research focused on the relationships among service climate, service behavior and customer experience, but they did not focus on the mediating role of service behavior. In the present study, we tested the mediating role of service behavior between service climate and customer experience. The results demonstrated full mediation of service behavior between service climate and customer experience. Service climate and customer experience casual direct relationship becomes insignificant by the mediating effect of service behavior. This study offers the most important implications for managers and frontline employees to enhance customer experience.

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ABBREVIATIONS

AMOS	Analysis of Moment Structure
ANOVA	Analysis of Variance
ASS	Assurance
AVE	Average Variance Extracted
CB-SEM	Co-variance Based Structural Equation Method
CFA	Confirmative Factor Analysis
CFI	Comparative Fit Index
CMIN	Chi-Square value in AMOS
CR	Construct Reliability
CusLoy	Customer Loyalty
CusSat	Customer Satisfaction
DF	Degrees of freedom
EFA	Exploratory Factor Analysis
EMP	Empathy
ERB	Extra-Role Behavior
GFI	Goodness of Fit Index
GOF	Goodness of Fit Index
IFI	Incremental Fit Index
IRB	In-Role Behavior
MANOVA	Multivariate Analysis of Variance
NFI	Normed Fit Index
PCA	Principal Component Analysis
PGFI	Parsimony Goodness of Fit Index
REL	Reliability
RES	Responsiveness
RFI	Relative Fit Index
RL	Reliability
RMSEA	Root Mean Square Error Approximation
SerClim	Service Climate
SERVQUAL	Service Quality
SPSS	Statistical Package for Social Sciences
SRMR	Standardized Root Mean Square Residual
TLI	Tucker Lewis Index
VIF	Variance Inflation Factor

NOTATIONS

%	Percentage
A	Cronbach's Alpha
B	Unstandardized Coefficient
C	Constant
Df	Degrees of freedom
f^2	Effect size
H	Hypothesis
M	Mean
N	Number of observations
P	Probability value of significance level
R^2	Coefficient of determination
SD	Standard Deviation
SE	Standard Error

Chapter I

Introduction

In the era of intensifying competition, it becomes essential for the service organizations to distinguish themselves from competitors by providing excellent customer service experience. Delivering outstanding customer experience has become a significant base for competitive advantage (Kranzbuhler, Kleijnen, Morgan, & Teerling, 2018) and a strategic priority for service organizations.

Holbrook and Hirschman showed in 1982 that customer behavior was not entirely rational. Many scholars have shown an interest in experiential marketing following the article by Holbrook and Hirschman (1982). Customer experience is described as a holistic, comprehensive, and multidimensional concept (Schmitt, 1999b), involving the cognitive, affective, mental, physical, and social reactions of a customer of the organization (Verhoef et al., 2009) over the whole purchase action (Lemon and Verhoef, 2016). Organizations have recognized customer experience as a method of gaining long-term competitive advantages (Shaw & Ivens, 2005). Customer experience is related to the customers' interactions with the organization and its employees. It consists of every touch-point with which the customer tries to connect with the organization. It signifies offering superior service and making customers satisfied and loyal to the organization.

The word experience can be used as a verb and a noun. The verb denotes the process, whereas the noun denotes the outcome. The customer gets real experience after purchasing the product. Customers are buying experience to have some memories (Kim, 2011). Every customer has a distinctive experience at the identical incident (Knutson and Beck, 2004). It's a shared relationship as the bias of the customer that shapes the consumptions (Addis & Holbrook, 2001).

Customer experience has now become great way to do business. Today 89 percent of organizations are basically contending dependent on customer service, which was a mere 36 percent in 2010. Bain & company (September 27, 2005) survey of 362 organizations concluded that 80 per cent of executives reported that their companies provided superior customer experience, however only 8 per cent of their clients agreed that they had experienced superior customer satisfaction. To put it another way, businesses need to go a long way. And, it means that there is a great chance for the industry to disturb a competitor or achieve market share. Everything an organization does – how it does its marketing, research, advertisement and more – all contribute to influencing the experience of the consumer.

Customer experience is significant for the survival and success of service organizations. Delivering excellent customer experience has become a vital strategy for attracting and retaining business organizations' current and future customers. Customer experience is customers' intrinsic and psychological response to business or service organization's indirect or direct contact during or before or after the product or service purchase.

Knowing your customer and how they connect directly and indirectly with your company is crucial in enhancing value, long-term relationships, and customer loyalty. Direct interaction usually happens as the consumer initiates the purchase of a merchandise or service. The impression which an organization or its products or its employees create in the minds of customers is called customer experience. Poor customer experience drives the customer to competitors. Positive or superior customer experience brings customers from competitors. Service organizations can make customers happy and earn extra revenues by providing a positive customer experience. A customer, who had positive customer experience, promotes company services by refereeing service companies to their friends, relatives, colleagues, and their family.

For several years, huge numbers of service companies have been trying to create customer loyalty for many purposes, like cost-cutting, enhancing positive word-of-mouth, and sales revenues (Reichheld, 1996). Researchers have expressed their passion for examining the significance of customer loyalty (Oliver, 1999) by focusing primarily on the influence of antecedents like satisfaction, and service quality (Pan, Sheng, and Xie, 2012). Despite such persistent contributions of scholars and professionals, loyalty presents a constant challenge for the managers of service organizations.

A survey carried out by Bloomberg Business Week (November 26, 2006) showed that providing an outstanding customer experience is now the strategic goal of the industry. Companies that concentrate on consumers experience lower churns and raise sales—resulting in higher profits. The problem here is that while it's a top priority, most businesses are failing to offer a pleasant experience to their customers. Customer experience can be a challenge, particularly when dealing with complex service problems involving demanding customers.

Customer experience is the perception customers develop when interacting with a company or an entity at every touch-point. Touch-point occurs during the moment of time when a customer encounters the product or service of the company. Managers should assure that at every touch-point enhances customer experience.

The two critical touch-points that create customer experience are the people and the product. Linkage research focuses more on the people. Linkage research is the most powerful instrument for the service organization to connect the internal operations of the organization with significant customer outcomes like SQ, CusSat, and CusLoy. Linkage research focuses on employee-customer interactions as they are strategically important elements for the success of the service organization. Therefore, the present research concentrated on this strategically important link between front-line employees and customers.

When the frontline employee interacts with the customer, the words and behavior that frontline employees use have an enormous influence on the customer's experience. Therefore, frontline service employees should always be polite, respectful, and supportive. The service organization wants to treat customers so well that customers consider they have received outstanding service experience. With a stronger emphasis on customer experience strategies, businesses can improve the profits.

The service process includes physical and mental labor, as well as emotional labor (Hochschild, 1979; Rafaeli & Sutton, 1987). During the service interaction, front-line employees are generally supposed to show the desired emotions, but this behavior depends on what they perceive at the workplace – service climate. The research findings indicated that the service climate serves as a supportive contextual attribute that can inspire positive service behaviors (Schneider, 1980). Service organizations need the review, formulation, and implementation of their policies, procedures, and practices to build a positive service climate, where employee contributions are recognized and rewarded.

Empirical studies have demonstrated the positive association between SerClim and IRB (Liao and Chuang, 2004), SerClim, and Organization Citizenship Behavior (Schneider, B. et al., 2005).

In the service industry, new customers focus more on the tangible service dimensions, while repeat customers focus more on the service social dimensions, like the capability or behavior of frontline employees (Bowden, 2009). Therefore, the service organization should concentrate more on the affective dimensions of service experience to retain the existing customers.

The evaluations of the customer experience may be good, bad, or indifferent, resulting in intentions like to re-buy or not, to suggest it to others, and complain or not. Such intentions can lead to action or not. Managers of all types of organizations need to consider not only designing

the service but also, they should provide great service experiences. Customer experience is a product of the psychological, affective, social, and physical reactions of consumers to the elements within and outside of the service providers' control. It is a combined expression of pre-purchase experiences, purchase, and post-purchase experience (Verhoef et al., 2007). Enhancing customer experience is concerned with improving customer satisfaction, trust, customer loyalty, and building emotional ties with customers.

Building excellent customer experience is crucial to build trust, to enable the customer to buy repeatedly, to recommend to their friends and to provide positive feedback that will generate more revenues and attract new customers. Customer experience is critical for companies' sustainable development.

Generally, marketing activities are performed by marketing department employees. But, in service-intensive businesses, frontline service employees are in direct contact with customers. They perform a strategic role in the marketing of services. Therefore, in-service organizations frontline service employees are treated as 'part-time' marketers. According to services marketing literature, frontline employees should have marketing orientation and customer orientation (Hartline and Jones, 1996; Zeithaml and Bitner, 1996).

The employee, as a part-time marketing person, represents the people in the marketing mix by adds end-service value. The frontline employee, as a part-time marketing person, not only represents the people aspect of the marketing mix but rather all the organization's employees (Gummesson, 1991). The part-time marketing person is the most integral part of the marketing mix of the services because they can create a negative or positive customer experience. Part-time marketers can influence SQ, CusSat, and customer relationships. Therefore, their role is very important for the survival and success of the business organization, and their contribution towards service organization cannot be overlooked.

The theory of social exchange provides a basis for explaining how service climate affects individual behavior. According to the theory of social exchange, frontline staff reciprocates benefits received so that they return gains to the organization (Blau, 1964). As per the rule of reciprocity, they have a propensity to reciprocate favorable treatment with positive behaviors (Gouldner, 1960).

In service organizations, customer value is primarily created by the frontline service employee during the service interaction process. Frontline employee behavior will affect customers' perceptions of service quality and customer evaluation of their satisfaction (Parasuraman et al., 1985; Schneider et al., 2004). Frontline employees occupy a predominant place in delivering superior quality services and contributing to customer satisfaction. A strong service climate with customer orientation, clearly defined employee's role expectations, performance-oriented reward system, is highly needed to make customers satisfied and loyal (Schneider, Parkington, & Buxton, 1980).

Research gaps

The present research tries to address the following research gaps

1. There is a lack of structural framework that can integrate the service climate, in-role behavior, extra-role behavior and customer experience.
2. Lack of empirical studies which can investigate the mediating role of frontline employee service in-role behavior between service climate and customer experience
3. Scarcity of empirical evidences which can investigate the mediating role of frontline employee service extra-role behavior between service climate and customer experience

Major contributions

- The proposed study provides the insights to the service providers to understand the importance of providing superior customer experience by focusing on service climate and service behavior.
- Managers will be able to channelize the right behavior of the employees to enhance customer satisfaction and loyalty.
- The study enables the contact employees to understand how their behavior influence the customer experience

Industry Profile

International Hotels and Restaurant Industry

The global economy is emerging as a service-dominated economy. The service sector generates 65% of the Global Gross Domestic Product (The World Bank report, 2019). The service sector contributes to the economy by generating resources and facilities for the remaining sectors of the country. The foodservice industry occupies a dominant share in the service industry. According to Goldstein's research analyst forecast the global foodservice industry size is estimated to grow to USD 4500 billion by 2024, out of which, Asia Pacific is expected to hold 40% market share by increasing at a CAGR of 5.3% for the anticipated period. According to Indian Tourism and Hospitality Industry Report, 2019, the Indian foodservice industry size will reach Rs. 5,99,784 crores by 2022-23. The organized foodservice industry share is 35%, and it is expected to grow to 43% by 2024. The Affordable Casual Dining Restaurant (ACDR) is the fastest-growing format in the organized foodservice market with 41% share (NRAI IFSR 2019). As of today, the industry provides 7.3 million jobs and is projected to rise to 9.2 million in 2022-23.

The significant development of the tourism industry on the back of economic prosperity in developed countries leads to the expansion of the hospitality and restaurant industry. With an increasing number of fast-service restaurant chains, coordinated food junctions, and food outlets, the competition in the restaurant industry has enhanced in terms of quality and service.

The industry report predicts factors such as changing demographics, rising disposable income, rising urbanization, internet penetration, and online service development to stimulate the industry's development.

Restaurant Industry Trends

Value for money

Value for money is the evergreen trend in the Indian restaurant industry. Indians enjoy social gatherings and chill-out by spending their time in restaurants. Indians love the food, and they always expect value for money while visiting the restaurants. Therefore, restaurant managers should offer their services, keeping in view of consumers' affordability.

Millennials

The Millennials and Generation Z are the catalysts who set new trends in the Indian restaurant industry. Millennials, who comprise the age group of 18-35, occupy a major share in the casual and fine dining restaurant industry. It is, therefore, important to understand how the Indian Millennials think and act and their spending habit in changing tastes for dining.

Generation Z

Generation Z people, who comprise the age group of 15-20, are born during or after 2000. Generation Z people are setting new trends in the foodservice industry, as they are highly exposed to digital technology, food technology is going to play a crucial role in popularizing new trends like cloud kitchen. With the advent of new technology, restaurant industry changed a lot. New applications like Zomato, Swiggy, and Dineout introduced expert and customer reviews, ratings and feedback. This feature encouraged transparency and promoted competition for superior quality food, and service.

Home Cook

Although this model resembles a cloud kitchen, it is different. The cloud kitchen allows more than one brand, appoints a chef and other employees, and rents out the entire kitchen. On the other hand, a chef takes orders and cooks directly from their homemade kitchen. With a small investment, anyone can start a home kitchen. This method has received increased viability, returns, and success with the advent of social media, digital marketing, and third-party service tie-ups.

Healthy foods

There is a growing demand for healthy foods as consumers are turning to health-conscious. The emergence of cloud kitchen concept boosted this trend. More and more customers are getting attracted to the restaurants which are offering nutritious and healthy food like Millets, Jowar etc. By catering the special needs of the customers, these restaurants are able to attract the customers again and again.

In general, whole foods are food products that have been processed and are thus free of chemicals or any other harmful ingredients. Power food is considered as foods containing

vitamins, minerals and other nutritional benefits of a natural nature. They can give you energy, strengthen the immune system and help prevent certain diseases. A simple way of maintaining a healthy lifestyle is to incorporate these special foods into your diet. Power foods have become the latest trend in the Indian restaurant industry. Gluten-free food is likely to be a growing and sustainable food trend.

At present, authentic Indian native cuisines were given more significance. People are going back to their roots. There were previously numerous restaurants that concentrated on foreign cuisine. While that trend is active, even more people have also started eating Indian native foods from different places.

Strategies to overcome the challenges of Hospitality Industry

After corona pandemic, hospitality industry is facing numerous challenges. The industry should adopt itself to the changing customer behavior. The following measures are highly required to cope-up with the present situation.

1. Hygiene and safety

As the corona spreads, protection and hygiene problems have become increasingly essential to curb the corona. Service organizations should develop and implement policies regarding sanitization, wearing gloves, masks, and social distancing norms. The management should make sure that all the employees of the organization and customers feel safe in the hotel or restaurant premises.

2. Voice browsing and control

Voice searching is becoming more popular among consumers looking to book restaurants and hotels, so the service organizations have to adapt themselves to the shift in the behavior of customers. It requires designing the webpage information clearly so that it gives accurate search results. In the restaurant premises, employees and

customers should be able to browse the internet and control the hotel devices with the voice mode option.

3. Robos

Automation occupies the top position in hospitality trends, and robotics is the best example. Robots can be used to greet the customers and answer the queries, take the order, serve them, prepare the bill, and collect the money from the customers.

4. Chatbots

Chatbots are another major advancement of customer service-related hospitality and can be extremely helpful in offering instant answers to requests, even if human staff is not present. Chatbots can answer frequently asked questions and reduce the workload of human receptionists. The chatbots would collect the data and, if necessary, pass the information to the receptionists.

5. Virtual Reality

Virtual reality is among the most surprising developments in hospitality technology, offering the means to experience virtually what their environments would be like for prospective hotel visitors or restaurant diners, all from the convenience of their own home. 360-degree tours or virtual visits will make the customers watch the ambiance and facilities available in the hotel or restaurants.

6. Augmented Reality

Augmented Reality is connected with graphic or informative visualizations to enhance real-world conditions. In contrast to VR technology, AR requires just a smart-phone and an application. Augmented Reality applications can be configured so that customers can point their smart-phones to a restaurant and see feedback or operating hours.

7. Artificial Intelligence

Innovation is now moving through at a fast rate in the hotel technology sector; formerly expensive innovations such as artificial intelligence and automated room keys are now much more accessible. Advances in payment systems and app features indicate that when it comes to planning, paying and truly enjoying a hotel stay, hotel owners and visitors have fascinating new opportunities.

8. Healthy foods and beverages

Throughout history, fast-food restaurants and bars serving sugar alcoholic beverages make up a large part of the hospitality industry. As there is a cultural transition, customers are becoming more health-conscious, hotels and restaurants are offering nutritious food and healthy drinks.

9. Digital payments

Service organizations should encourage cashless transactions through digital payments. This measure will make customers and employees feel safe in fighting against corona pandemic.

Chapter II

Review of Literature

This chapter offers an overview of the theoretical backdrop of the key parameters used in the research model and hypotheses propositions. The literature review is divided into three sections. The first section is concerned with the literature review on service climate, employee in-role behavior, extra-role behavior, customer experience, service quality, customer satisfaction, and customer loyalty. The second section describes the direct and indirect relationships among the research constructs. In the last section, conceptual background and literature support to develop and test the hypotheses were presented.

Review Methodology

The literature review aims to gather and build references related to the research gaps and hypotheses propositions. The references were collected through thesis reports, research articles, project works, books, and other information sources. Research studies from various reputed databases, such as EBSCO, Taylor, and Francis, Elsevier, Sage, Springer, Emerald, and Pro-Quest, were downloaded. Literature was searched with keywords such as SerClim, service behavior, IRB, ERB, customer experience, SQ, CusSat, CusLoy, and frontline employee. Articles were searched to address the following questions.

1. Do the articles of study elucidate the understanding of SerClim, IRB, ERB, SQ, CusSat, CusLoy?
2. Have the research articles aimed to assess the direct and indirect relationships among SerClim, IRB, ERB, SQ, CusSat, CusLoy?

Research gaps

The present research tries to address the following research gaps

1. There is a lack of a structural framework that can integrate the service climate, in-role behavior, extra-role behavior, and customer experience (SQ, CusSat, CusLoy).
2. Lack of empirical studies which can test the mediating role of frontline employee IRB between SerClim and customer experience and
3. Scarcity of empirical study that can investigate the mediating role of frontline employee service extra-role behavior between SerClim and customer experience.

Service Climate

Organizational climate is a shared psychological construct based on the perceptions of organizational members. In an organization, multiple climates exist like safety, service, support, and innovation (James et al., 2008). SerClim (from now onwards Service Climate referred as SerClim) is a subgroup of organizational climate. An organization moulds its SerClim by rewarding some actions and discouraging others. A SerClim refers to the employee's perception of how the management describes, measures, and rewards the performance. SerClim emphasizes frontline employee behavior and proficiency in providing quality service that results in CusSat. SerClim indicates a 'combination' of the service firm's concern for service and CusSat.

SerClim is defined as "employee perceptions of the practices, procedures, and behaviors that get rewarded, supported and expected with regards to customer service and customer SQ" (Schneider et al., 1998). SerClim emerges from a mutual understanding, in a firm, a department, or a team, on how to respond in various settings and with various customer groups. Therefore, a SerClim evolves when workers' mutual experiences are combined into a framework that demonstrates the significance of service in the business firm. In service climate, major attention is paid towards directing employee efforts to meet customers' expectations. A

service organization can integrate the efforts of various employees, and thereby provide excellent service to its customers and make them satisfied.

SerClim emerges from a solid understanding of an organization, department, or team of how to respond or act in different situations and with different customer groups (Hui et al., 2007). SerClim indicates employees' perceptions of managerial practices, policies that are combined, or synchronized into one central theme that describes the significance of service in the business organizations.

In service climate, the emphasis is on the extent to which employee actions are channelized at SQ and CusSat (Schneider, Brief, and Guzzo, 1996; Schneider, White, and Paul, 1998). SerClim is the degree to which the business organization does everything, as viewed by the stakeholders of the organization, reflects its dedication and commitment to service and its customers.

Once employees experience that management promotes and rewards superior SQ, they feel that their efforts and job responsibilities are respected. The psychological impact of a SerClim is based on how it is perceived by the individual. This perception may differ from one individual to another individual at various emotional levels, which further influences the expectations and reactions of individuals.

A strong/optimal SerClim enhances employee engagement. Engaged employees are highly committed and dedicated to their jobs and provide excellent services to customers (Rothbard and Patil, 2011). When management supports and rewards employees, they feel confident and fulfill or exceed their job expectations (Kang and Busser, 2018). A significant managerial objective is to create and maintain a good organizational service climate.

To clarify the service climate, Schneider (1973) used an open system structure of organizations. According to the open system structure, organizations affect the environment, and they are

affected by the environment (Katz and Kahn, 1966). Service employees' behavior is the result of the SerClim that the service organization developed for them; the employees, in turn, offer the same SerClim for the customers (Schneider, 1973). SerClim has a favorable impact on customers' perception of SQ (Borucki & Burke, 1999, and Liao & Chuang 2004). Therefore, managers should create a positive/strong SerClim (Sadeghi et al., 2016).

Service Behavior

The frontline employee is the key person between customers and the organization. Their behavior is critical in service organizations (Bettencourt, Brown & MacKenzie 2005). To understand the effect of employee behavior on service outcomes, both in-role and ERBs, need to be considered (Piercy et al. 2006). Now, academicians and practitioners are focusing on the effect of frontline employee behavior on service outcomes.

In a prior research review, Schneider (1980) suggested that management could encourage positive employee behavior by developing policies and procedures that emphasize customer service, i.e., service climate.

An increasing number of scholars are emphasizing the significance of workplace behavior (VanDyne & Le Pine, 1998; DiPaola, Tarter & Hoy 2005; Huang & You, 2011; Srivastava & Rastogi, 2019). Positive employee workplace behavior will result in an organization's effectiveness and efficiency (VigodaGadot, 2007a, and Srivastava, 2017).

Frontline employees play a significant role in service delivery as they represent the service organization. They are the central element in the marketing and management strategies of the company (Karatepe & Sokmen, 2006). By interacting with the customers, front-line service employees shape and create customer emotions (Pugh, 2001). In the restaurant industry, it is not the food that entirely provides value to customers (Walter, Edvardsson and Ostrom, 2010).

The way the service is delivered to the customer play a significant role in creating positive customer experience (Meyer and Schwager, 2007). Situational variables can affect the customer experience (Verhoef, P. et al. 2009). The customer should be personally present there to have service experience, and every customer has a distinctive experience at the same incident (Knutson and Beck, 2004). It's a shared relationship as the bias of the customer that shapes the consumptions (Addis & Holbrook, 2001). Both in-role and ERBs are important in transferring the effects of SerClim into SQ and CusSat (Yavas et al., 2010).

In-Role Behavior

The role is a fundamental aspect of the role theory. The word "role" derived from the theater refers to a script that regulates actors' performance. This concept is introduced by social psychologists to understand the behavior and personality of individuals in a social context. They claim that the roles of people in social interactions decide their behavioral patterns, similar to the script that governs the actions of performers. This term was first formally suggested by Katz and Kahn (1964). The employee's behavior will be changed based on the specific role of the employee. With this understanding, the concept of IRB (from now onwards In-Role Behavior referred as IRB) has come into existence.

IRB refers to core task behavior. It is related to the activities that are explicitly prescribed in the job description or implicitly derived from organizational norms. IRB refers to the specific work functions that are included in the job description. IRB is essential or anticipated behavior for the achievement of the job activities. IRB was a type of behavior that was identified and described as part of the job of workers and reflected in the official pay structure of the organization.

Schneider & Bowen, 1995 proposed that management should focus on the boundary tier, coordination tier, and Customer tier. Boundary tier is the point where the customer comes in

contact with the business organization. This interaction plays a crucial role in service organizations. Therefore, frontline employees' IRB/performance greatly influences the effectiveness of the organization (Hartline and Ferrell 1996; Singh 2000). Frontline employees can be treated as part-time marketers (Gummesson, 1991). The employee, as a part-time marketer, represents the people in the marketing mix and adds value to the service.

Extra-Role Behavior (ERB)

Service employees should not restrict themselves to in-role performance activities only, they should be ready to take up additional responsibilities, beyond their core-task performance and such an effort will boost the business enterprise competency and productivity (Smith et al., 1983). ERB (from now onwards Extra-Role Behavior referred as ERB) includes internal influence behavior and external representation behavior (Bettencourt, Brown, and MacKenzie 2005). The ERB that is directed toward co-workers is related to internal influence behavior (Bettencourt and Brown 2003). Internal influence behavior signals that employees proactive actions that communicate to the business organization and fellow workers (Bettencourt and Brown 2003). Such interactions may tackle potential changes in the environment, newly emerged or latent customer desires, and probability for improved quality of services (Aldrich & Herker 1977). ERB enhances the capability to play the core-task behavior, communicating the best practices within the firm, focusing on untapped potentialities, and detecting potential problems and resolving them. Therefore, the requisite service will be provided in a more attentive, reliable, and sensitive manner, thereby improves the quality of services (Bettencourt and Brown 2003). The ERB that is directed toward external parties of the service organization, i.e., customers, prospective customers, and prospective employees, is related to external representation behavior (Bettencourt and Brown 2003). The external representation behavior enhances an organization's credibility, reputation, and image (Aldrich and Herker 1977).

ERBs are the discretionary behaviors that help the organization to achieve its objectives, but the formal reward system does not recognize them, and non-compliance with those activities will not result in punishment or penalty (Dyne & Lepine, 1998, p.108; Somech & Zahavy, 2000). These behaviors are proactive actions of frontline employees such as providing help, seeking help, orienting the newcomers, These behaviors are proactive actions of frontline employees such as providing help, seeking help, orienting the newcomers, communicating favorable aspects of the organization, conserving organizational resources, discharging extra tasks without making any complaints, protecting the organization from most difficult situations, developing extra knowledge and skills to benefit the customers and organization (Bowling, 2010; Turnipseed and Rassuli, 2005).

From the employee standpoint, internal factors are more crucial than external factors. Research shows that the employees with ERBs display deep empathy, takes others' responsibility, and loves others (Penn, 2002; Finkelstein, 2011). Particularly during crisis periods, employees need to do much more than normal and take measures and extra roles to maintain the life of the organization and help it to thrive again. As a context-based theory, the definition and scope of extra-role theory change from one context to another context (George & Jones, 1997; Chiaburu, Marinova, & Lim, 2007). That is the reason it is hard measure ERB effectiveness. The professional concern showed in the form of friendly or cordial behavior to support the organization. In most of the service organizations, service delivery depends on coordinated effort of several employees. In this regard, ERB helps service organizations manage, interdependent work among service employees, effectively. By coordinating such efforts, service organizations can utilities their scarce resources most effectively and efficiently (Podsakoff et al., 2000). Service organizations may not reward ERBs, but employees who exhibit such extra role behavior are perceived as having positive attitude towards service

organization efficacy (Deckop et al., 1999). The positive attitude of individual service employee will result in organizational effectiveness (Pattnaik and Biswas, 2005).

Employees, who perform ERB, enjoy intrinsic motivation and satisfaction for performing informal responsibilities that never earn any additional reward or compensation. ERB refers to the activities that are beyond the formal job duties, performed voluntarily and by the discretion of the employee. Even though ERB is not related to core-task behavior, but it enhances the organization's effectiveness and efficiency (Netemeyer & Maxham, 2007). Service behavior can be described under the background of SQ construct (Gronross, 1990).

Service Quality

The customer assesses the service quality based on their perception and it is not what the service provider thinks. Therefore, business organizations should always think about how customers experience the service quality that they provide. Although customers are not the same, what is satisfying to one may adversely impact the feelings of other customers. What is considered today to be a quality service, that satisfies the customer, can be different in the future. The entire discussion of SQ (from now onwards Service Quality referred as SQ) and CusSat is focused solely on customers' perception of service. Academicians, scholars, and managers have been intensely concentrated on SQ over the past few decades, as it is the primary precedent for CusSat and CusLoy. The most famous SERVQUAL measuring instrument was developed by Parasuraman et al. (1985). According to Parasuraman, Zeithaml, and Berry (1985), "service quality is the difference between expectations and performance of the service organization", i.e., $SQ = \text{Performance} - \text{Expectation}$. A positive gap may lead to CusSat, while a negative will lead to customer dissatisfaction. To measure SQ, they have developed ten dimensions. Many service industries widely used this scale to measure SQ from the customer perspective. But, these ten dimensions are closely related or overlapped. Later, Parasuraman, Berry, and

Zeithaml, (1991b), refined SQ to five dimensions. However, SERVQUAL got even several criticisms (Cronin & Taylor, 1992 and 1994). Cronin and Taylor (1992 & 1994) developed the SERVPERV model that measures only performance variables. They stated that SQ is the antecedent of CusSat. The researchers also examined the associations of SQ with other concepts, namely CusSat and CusLoy. Despite criticisms, SERVQUAL is the most widely accepted quality measurement tool. Parasuraman, Zeithaml, and Malhotra (2005) developed e-SQ to measure electronic SQ.

Excellent teamwork is required for providing superior SQ (Berry et al., 1994). Therefore, The joint responsibility for providing superior customer service delivery has assigned to self-managed teams in several organizations (Helfert & Vith, 1999; Spreitzer et al., 1999). Maintaining consistent quality in services is a very difficult task. To minimize service variability and behavioral ambiguity, service organizations should delegate authority to the frontline employees (Batt, 1999).

When a service organization encourages a positive environment to its employees, then it will lead to positive customer experiences such as superior SQ, CusSat, and CusLoy.

SQ can be represented as two aspects, functional aspect, and technical aspect. The latter refers to what service is offered, and the former refers to how the service is delivered. The functional SQ relates to the employees' mutual contributions in the service interaction. Marketers should focus on the rational and emotional aspects of consumers. Rational aspects are related to the benefits and functional features of the product or services. Emotional aspects refer to the pleasing experiences of service consumers. In fine dining restaurants, both rational and emotional aspects are considered by the customer.

Customer Satisfaction

Customer Satisfaction (from now onwards Customer satisfaction referred as CusSat) should be the highest priority for the service organization. Satisfied customers involved in repeated purchases and promoting positive word of mouth, bring new customers, and they act as brand ambassador for the service organization. In the hospitality industry CusSat, is the best way to improve profitability (Chi and Gursoy, 2009). Therefore, Service organizations should focus on improving SQ, CusSat, and CusLoy. CusSat highly depends on the performance of the frontline employee (an Dolen, de Ruyter, & Lemmink 2004). Superior employee performance will mostly enhance CusSat and loyalty (Singh, 2000).

In the restaurant industry, hedonic consumption was known as enjoyment-oriented eating, driven mainly by the need for romantic enjoyment, fantasy, and joy (Arnold and Reynolds, 2003). Affective factors resulted in either happy and pleasantly surprised (Robert A. Westbrook, 1987) or disappointment, angry, unpleasant, and upset (Robert A. Westbrook and Oliver, 1991).

Some authors concluded that cognitive (utilitarian) factors affect CusSat (Ruth N. Bolton & Lemon, 1999; Oliver & Swan, 1989). Some of the authors found that affective (hedonic) factors influence CusSat and behavior (Arnold and Reynolds, 2003). Some authors found that both cognitive and affective factors can influence CusSat (Geise & Cote, 2000). Both cognitive and affective factors simultaneous influence can make the synergetic effect.

Customer Loyalty

Customer Loyalty (from now onwards Customer Loyalty referred as CusLoy) is an incredibly important, intangible asset that is necessary for a successful business organization. The significance of the concept emerges from the advantages of the retention of current customers (McMullan, 2005). Researchers found that attracting a new customer costs five times more than maintaining an existing customer (Holmund & Kock, 1996). Some authors concluded that a 5% rise in CusLoy would generate a 25-85% rise in profit (Reichheld and Sasser, 1990). They also found that loyal customers' will involve in positive word of mouth by which the company can earn 60% more income from new customers.

Loyalty is a very complicated construct, defining it is an incredibly difficult to describe. According to AMA, CusLoy refers to the situation under which a customer usually buys the same goods or service from the same organization over time instead of purchasing from different suppliers in that product or service category (Moisescu and Vu, 2011).

Payne (1994) proposed the six stages "loyalty ladder". In the first stage, the prospects are converted into customers. The next marketing activity, after the conversion of a prospect into a customer, is to create regular patronage from such a customer. In the second stage, the customer is a neutral, optimistic, or even negative customer against the brand. Once the client's perception of the brand is positive, the consumer becomes a passive supporter. The supporter at the next stage is the one who is so happy with the company that they are constantly promoting it to others. The last step (partner) reflects a situation in which the company and the customer build a long-term partnership based on the fulfillment of shared needs.

Loyalty means more than just satisfying customers. CusLoy refers to a long-term desire to regularly re-buy from the business provider. So, it is now clear that the primary factor in the service organization's success is no longer CusSat but CusLoy.

CusLoy is the combination of the attitudinal (strong attachment and commitment) and behavioral (re-buy the same brand) components. The attitudinal component can be further divided into cognitive and affective dimensions. The cognitive dimension refers to the calculated engagement that depends on the transactional and deliberate or conscious assessment of customer commitment. The affective dimension refers to the subconscious assessment of the emotions of the customer.

CusLoy emerges through four steps or stages. The first stage is the cognitive stage, in which the customer collects and evaluates the product or service-related information and forms his/her preferences. Affective loyalty is the preference or disposition towards the brand established on the grounds of cumulatively fulfilling usage possibilities. Conative loyalty is affected by frequent events of positive effects on the brand, resulting in a brand-specific commitment to re-buy. In the action stage, the previous loyalty phase, the inspired desire is converted into ready to act.

SerClim perceptions affect frontline service employee behavior (Denison, 1996). Employee behavior affects customers' perception of SQ, CusSat, and CusLoy.

Liao and Chuang (2004) revealed that the SerClim has a positive correlation with employee in-role and ERB. SerClim and employee service performance are positively related (Borucki & Burke, 1999; Bettencourt et al., 1997 & 2001). Schneider et al. (2005) reported that the SerClim was positively associated with customer experiences through customer-focused organization-citizenship behavior. Podsakoff et al. (2009) revealed that organization-citizenship behavior significantly associated with customer experiences.

Based on the above discussion, it can be concluded that service literature indicates that SerClim results in customer experience through employee in-role and ERBs. It specifies that service behavior, as a mediator, plays a crucial between the SerClim and customer experience.

The SerClim is positively linked to employee in-role and ERB. Service employee in-role and ERB linked to customer experience. In this context, the researchers can focus on the mediating role of in-role and ERB between SerClim and CusSat.

Table 1

Significant studies on dimension, antecedent and consequences

Source	Methodological instrument and sample	Aim or Objective	Area	Findings		
				Dimension	Antecedent	Consequences
Liao and Chuang, 2004	Survey samples: 257 employees, 44 managers, and 1993 customers	Investigate employee service performance at individual and store level	Restaurant Industry	Service Performance	Individual level: Personality Store level: HR practices, service climate	Service quality, customer satisfaction, and customer loyalty
Bettebcourt and Brown, 1997	Survey samples: 232 Tellers and 50 Customer service managers	Test the impact of prosocial behavior on customer outcomes	Banking Industry	IRB, ERB, and cooperation	Job satisfaction, workplace satisfaction	Service quality, customer satisfaction, favorable word-of-mouth
Schneider et. al., 2005	survey samples: 56 supermarket departments	Examine the effect of internal functioning of an organization on external effectiveness	Retail Industry	Customer oriented OCB	Leadership behavior, unit service climate	customer satisfaction, unit sales
Gracia, Cifre, and Grau, 2010	Survey of 349 employees and 1157 customers	Assessing the significance of boundary employee in improving quality	Banking Industry	service climate, service behavior	organizational climate, facilitators	service quality
Mayer, Ethrhart and Schneider, 2009	Survey of 129 supermarket departments	Extending the service climate theory by identifying potential moderators	Retail Industry	Boundary conditions	Service climate	customer satisfaction

Barroso, C., Armario, E., & Ruiz, D., 2004	Survey of 182 employees and 3263 customers	Examining the effect of employee behavior on service quality	Financial sector	OCB		customer loyalty
Kang, H., Kim, W., Choi, H.-M., & Li, Y., 2020	Survey of 223 employees	what motivates employees for positive contribution in service organization?	Hotel Industry	Prosocial service behavior	Role clarity, psychological empowerment, and perceived organizational support	
Ehrhart, 2007	Survey of 249 departments	Antecedents of OCB	Retail Industry	OCB	Leadership and procedural justice climate	
Jiang, K., Hu, J., Hong, Y., Liao, H., & Liu, S., 2016	Survey of 196 movie theatres	Examining the effect of service climate service behavior and business performance	Entertainment Industry	service behavior	Service climate	Business performance
Zhang, R., Liu, X., Wang, H., & Shen, L., 2011	Survey 368 employees and 45 managers	Examining the effect of service climate on service performance	Banking Industry	Employee performance	Service climate	

Background and Hypotheses

Frontline employees' behavior with customers may result in the positive or negative interpretation of SQ by the customers SQ (Malhotra, and Mukherjee, 2004; Hyun Jeong Kim et al., 2009). Therefore, service employees' behavior becomes a crucial issue for the success of the service organization (Hyun Jeong Kim et al., 2009). The behavior of frontline employees depends on the situation, mood, and emotions. Therefore, managers should monitor and control the behavior of frontline employees.

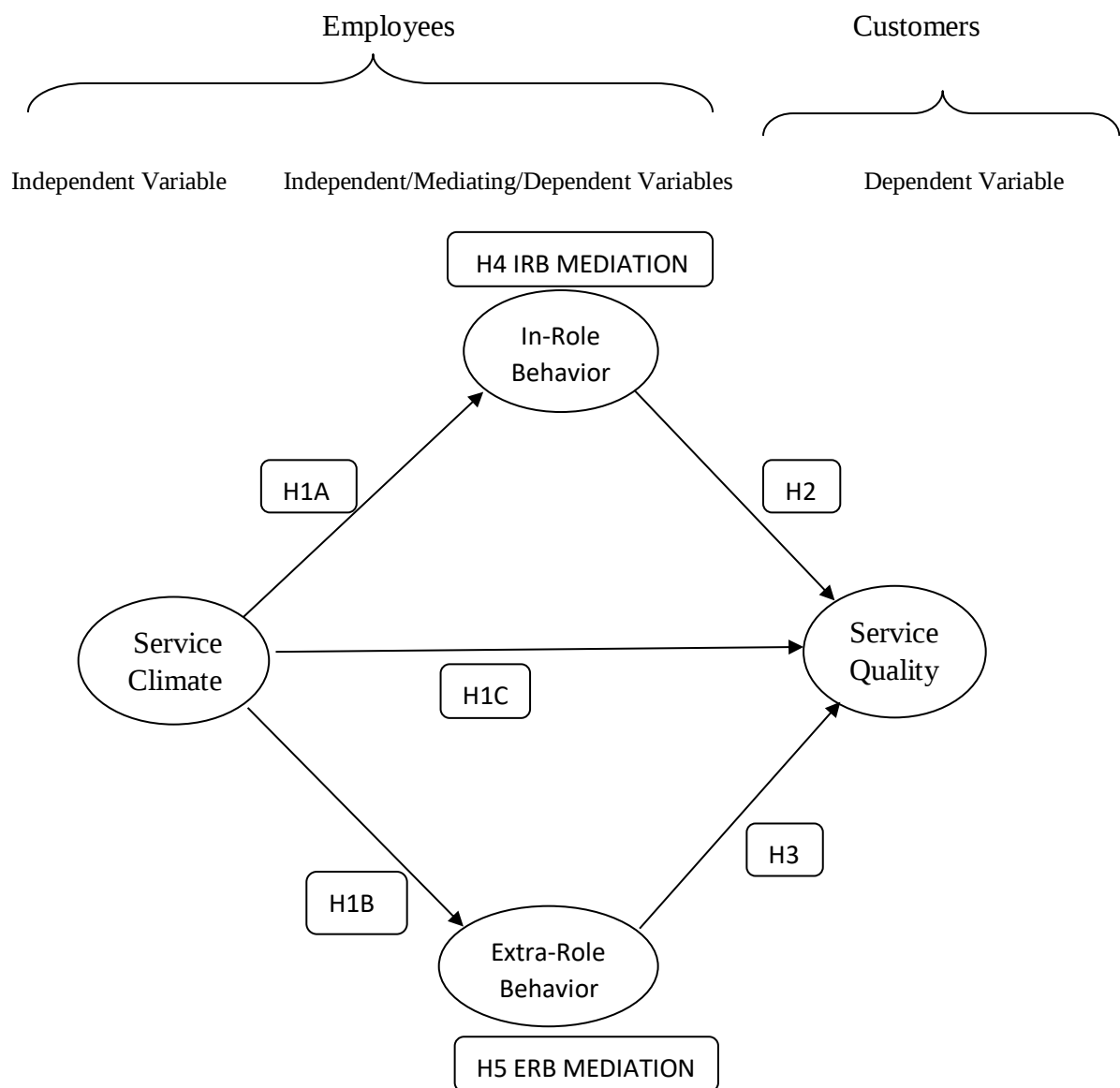


Figure 1. Research model I

SERCLIM – SERVICE BEHAVIOR – SQ

SerClim is the perception by employees to the extent by which they will be supported and rewarded for delivering superior customer service (Kang and Busser, 2018). The SerClim concerned employee cognitive assessment of management concerns about employees' well-being and customers' well-being (Borucki & Burke, 1999 and Schneider et al., 1998). Concern for employees is reflected in such actions of management as encouragement and recognition of the service performance of staff, investment in service preparation, removing barriers to successful quality delivery, and allocation of incentives for it. Customer concerns are expressed in the management's focus on finding customer feedback and taking action on it (Schneider et al., 1998). SerClim molds the employee and customer behavior by affecting their feelings and attitude about the environment (Liao and Chuang, 2004). To provide service, frontline employees frequently interact with customers. SQ assessment by the customer heavily depends on this interaction. During this interaction, how frontline employees behave will influence the (SQ) quality of service, CusSat, and CusLoy. The present study focuses on two types of frontline employee service behavior; they are In-role service behavior and Extra role behavior. IRB is the role-prescribed and expected behavior of the service employee organization towards customers (Katz and Kahn, 1978; Bettencourt and Brown, 1997). IRB is related to core task behavior. It is related to formal work, duties, and responsibilities. It is specified in the job and role description and recognized by a formal evaluation system (Williams and Anderson, 1991). Rewards offered for performing such behavior, and any violation from this behavior results in reprimands and punishments such as negative financial benefits or dismissal (Van Dyne and Le Pine, 1998). In highly interdependent teams, the failure of in-role performance and behavior will affect the entire organization's performance. Performance of IRB is necessary to fulfill employee job responsibilities. ERB alternatively referred to as Organization Citizenship Behavior. Citizenship behavior defined as discretionary employee behavior that goes beyond

role requirements (Organs, 1988; Bettencourt and Brown, 1997). Poor SQ results in customer dissatisfaction and more probability that customers dine at the competitor's restaurant, and they may involve in negative word of mouth. Therefore, restaurant managers must understand the way customers perceive their service and factors that influence customers' perceived SQ. SerClim is one of the antecedents that affect SQ perceptions of the customers.

Hypotheses

H1a SerClim and employee IRB are positively related.

H1b SerClim and employee ERB are positively related.

H1c SerClim and SQ are positively related.

IRB – SQ

In the service industries, the ability to provide high-quality services plays a major role. The superior quality service will lead to high CusSat and CusLoy. Therefore, delivering superior SQ is highly essential for the survival and profitability of the business organization.

Frontline Employees offer differentiation in services and thereby enhance the competitive advantage of the service provider. Employee's performance and behavior is an intangible asset of the service organization (Price, Arnold & Tierney, 1995; Mohesen Sadeghi et al., 2015). Across service companies, frontline workers play an important role. Their behavior has a significant impact on SQ. IRB is related to the technical proficiency of the employee in performing the core tasks of the job. IRB consists of duties and responsibilities that are performed by the employee as a part of their formal job. In-role job behavior directly contributes significantly to attaining organizational objectives. Therefore, in-role job behavior will be the base for gaining rewards and promotion opportunities.

Hypothesis 2

Employee IRB and SQ are positively related.

ERB – SQ

Employee's ERB effort toward going the extra mile, go above and beyond, little extras, and spontaneous response to customer needs can greatly improve SQ (Bettencourt & Brown, 1997).

A strong SerClim motivates the employees to offer high-quality service.

The sustainable development of the service organization largely depends on its capacity to offer superior SQ that fulfills the expectations of the customers. Intensified competition has allowed many businesses to recognize quality as a strategic weapon. SQ has become more critical for service organizations. Hence, service providers should enhance their SQ to achieve sustainable competitive advantage, CusSat, and CusLoy.

Hypothesis 3 Employee ERB and SQ are positively related.

SERCLIM – IRB – SQ

SerClim affects SQ through the service behavior of the employee. SerClim affects internal customers and external customers of the business organization (Sadeghi et al., 2016). Therefore service organizations should establish SerClim in such a way that it serves both internal (employees) and external customers. A strong SerClim encourages positive service behavior of frontline employees, which in turn results in positive customer perceptions of SQ (Shainesh & Sharma, 2003; Mokhtaran, Fakharyan, Jalilvand, & Mohebi, 2015; Sadeghi et al., 2016,).

Service behavior of frontline employees is the most critical aspect of the success of the service organization (Hyun Jeong Kim et al., 2009; Chebat, Babin, & Kollias, 2002). From the working behavior perspective, employee performance consists of task performance and contextual performance (Borman and Motowidlo, 1993). Task performance focuses on production and delivery of service activities that is related to the efficiency of the service organization. A high level of task performance increases efficiency. Task performance is related to IRB.

Due to intensified competition, service customers are demanding superior quality and excellent service. SQ assesses the difference between customers' expectations and perceived

performance. If the customers' perceived performance fulfills or exceeds their expectations, then the service organization offered superior quality service, and we can conclude that the customers are satisfied. The customers' perceived performance is below their expectations, then SQ is low, and customers will be dissatisfied. In such a situation, firms should focus on service climate, service behavior, and SQ.

SQ is a multidimensional and complex concept. SQ is associated with interactional/relationship quality. In service interaction, the customers' perceptions of frontline employees' spillover to other SQ components (Dagger et al., 2013).

Generally, the dependent variable and independent variables have a direct causal relationship. But sometimes, their direct causal relationship is influenced by the intervening variable or mediating variable. In this regard, we hypothesize that the IRB mediates between SerClim and SQ,

Hypothesis 4

Employee IRB partially mediates between SerClim and SQ.

SERCLIM – ERB – SQ

SerClim is related to the activities that are executed by the service employee, which reflects the passion for service. SerClim can be built by focusing on internal customers and external customers, i.e., caring for employees and customers simultaneously or at a time.

Owing to the unique features of the services, the performance and behavior of the frontline employee become very significant. In service organizations, frontline employees' performance includes physical, mental, and emotional labor. Therefore, the employee should have strong control over their emotions whenever they are serving the customers. The contextual performance focuses on supportive activities to customers or co-workers. Therefore, contextual performance improves the business enterprise's efficiency and effectiveness. Contextual performance is related to ERB. Frontline employees should be adaptable, flexible to serve the

unique requirements of the individual customers. That is why ERB is very important in service organizations.

Modern customers are very active, vibrant, and receptive that they do not want to compromise in the quality of food and service offered by the restaurants (Ryu et al., 2012). To achieve success, the service organization should deliver superior customer service (Brown and Lam 2008; Daggar et al. 2013). The direct interaction between customer and frontline employees play a pivotal role in the service quality perceptions of customers (Brown and Lam 2008, Daggar et al. 2013). SQ plays an important role in competitive advantage. SQ is the hallmark of success.

Hypothesis 5 Employee Extra Role Behavior partially mediates the relationship between SerClim and SQ

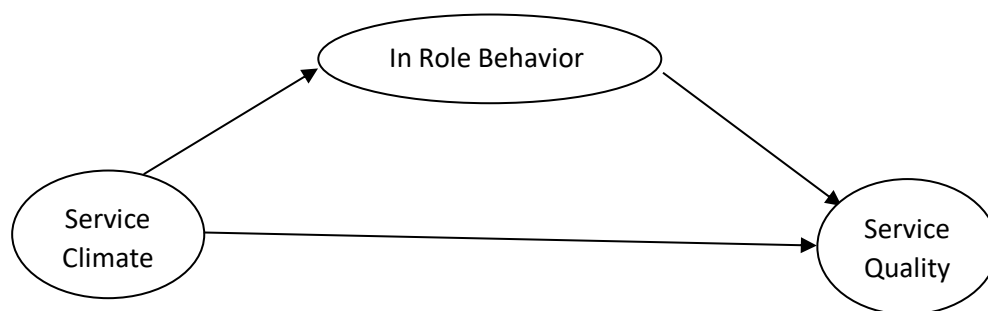


Figure 2. Mediating role of In-Role Behavior between Service climate and Service Quality

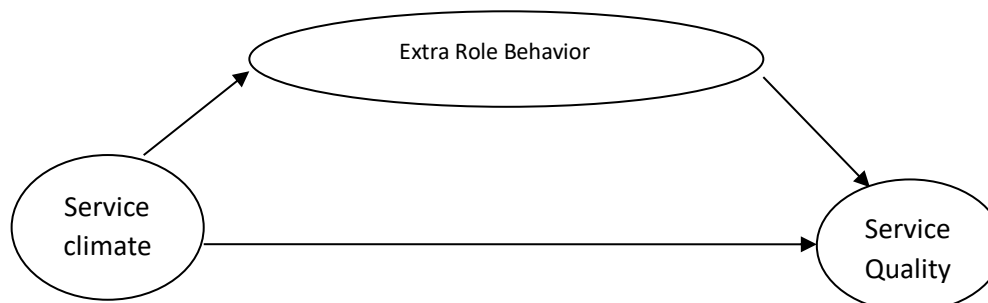


Figure 3. Mediating role of Extra-Role Behavior between Service climate and Service Quality

RESEARCH MODEL 2

Theory development and hypotheses specification

2.1. Social Exchange Theory

Social exchange theory suggests that a set of interrelated human interactions produce reciprocal commitments (Emerson, 1976). The theory of social exchange indicates that people who experience the importance of reciprocity in their social interactions are satisfied and retain such relationships. Reciprocity enables people to be more trustworthy and dedicated to one another (Molm, Takahashi, and Peterson, 2000). The theory of social exchange supports the present research framework in a way that, if managers create and sustain a supportive service climate, through effective policies and benefits, then the employees reciprocate by delivering superior SQ to customers. Customers who are pleased with the quality of service are involved in positive word of mouth and repeat purchases. Frontline employees interact with customers. This interaction quality crucially affects Csat (Liao and Chung, 2004). Frontline employees are the representatives of the organization in the customer's view. Customers perceive the frontline employees' SQ as the organization's SQ and their behavior as organizational behavior. Based on this logic, linkage research has developed, which connects employee understanding of the work setting with the key organizational results like Csat and profits (Schneider et al., 2005). Therefore, frontline employees' behavior influences Csat.

2.2. Hypothesis specification

Organization climate is a shared psychological construct based on the perceptions of organization members. In an organization, multiple climates exist like safety, service, support, and innovation (James et al., 2008). SerClim is a subgroup of organizational climate. An organization molds its SerClim by rewarding some actions and discouraging others. A SerClim

emerges as employees understand that the management describes, measures, and rewards the performance. SerClim emphasizes frontline employee behavior and proficiency in providing quality service that results in Csat. SerClim indicates a ‘combination’ of the service firm’s concern for service and Csat.

To gain more knowledge on the relationship between Csat and SerClim, researchers need to examine the potential intervening variables which influence their direct causal relationship. The present study aims to identify and examine potential mediators between SerClim and Csat.

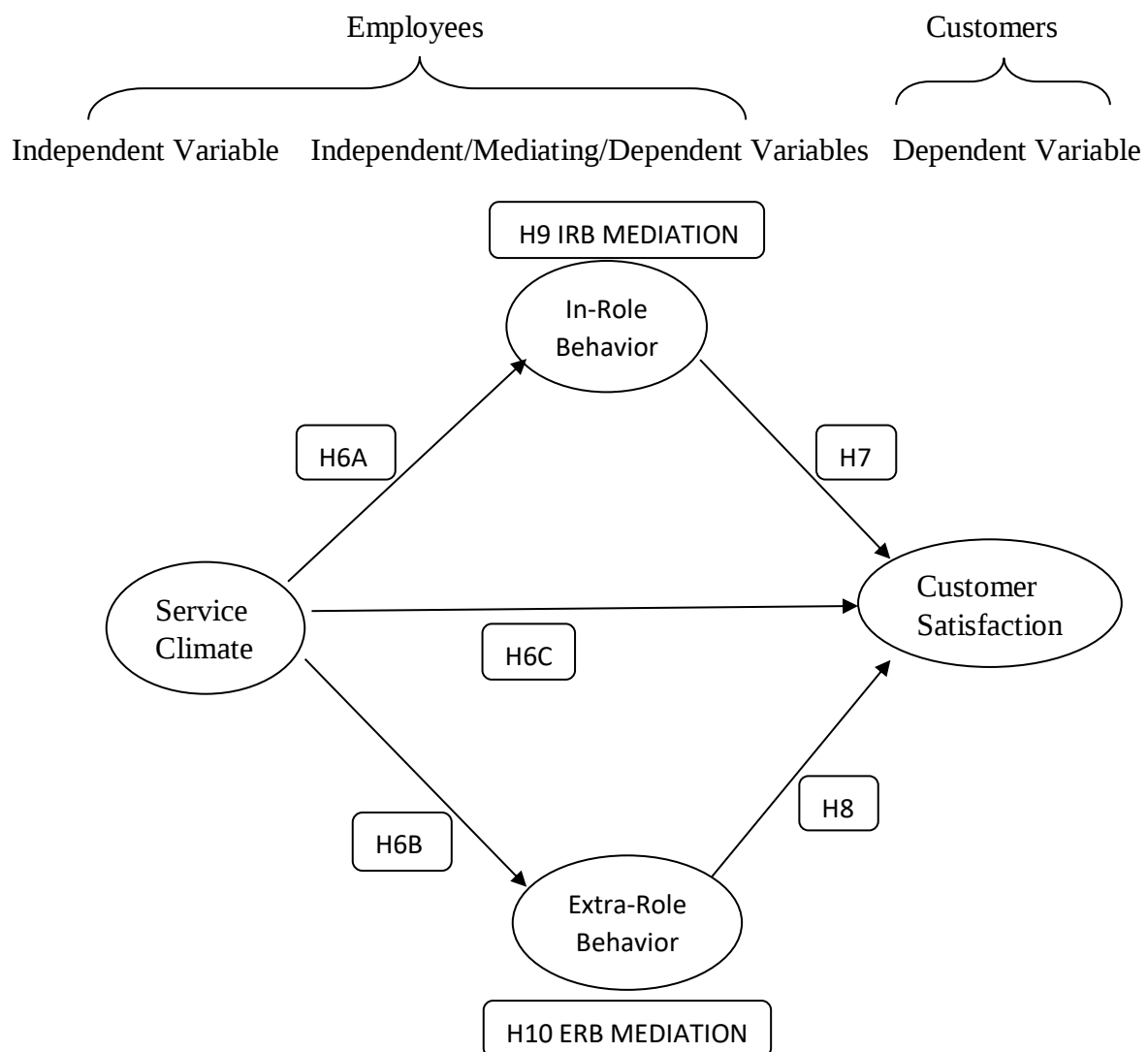


Figure 4. Research model II

The present research model (Figure 4) is designed based on the meta-analysis article, “A SerClim synthesis and future research agenda” by Bowen and Schneider, 2014. The following section describes the hypothesis development based on theory and literature support.

2.2.1. Serclim - Service Behavior – Csat

SerClim communicates the significance of service to its employees and customers (Gracia, Cifre, and Grau, 2010). Climate influences the way individuals behave, think, and feel about their environment. Creating and nurturing a SerClim is critical to elicit desirable behavior from employees and customers of the service organization. A strong SerClim motivates employees to become highly engaged and perform well (Kang and Busser, 2018). SerClim emphasizes employee actions and abilities on providing superior quality of service and satisfying the customer needs (Schneider et al., 1998). Subsequently, researchers have assessed the significance of SerClim in developing competent and motivated employees, who can provide superior service that results in enhanced Csat (Jiang, Chuang, and Chiao, 2015; Chuang & Liao, 2010).

SerClim is built on a solid understanding of the organization, department, group of employees, and how they respond to different types of situations and various customer groups (Hui et al., 2007).

To deliver excellent service, organizations should possess two essential aspects of service: care for employees and care for customers. Care for customers is related to obtaining a response from customers and taking action. Care for employees is related to management support and appreciation towards employee performance, conducting training programs, removing obstacles in providing service, and dissemination of awards. SerClim acts as a favorable situational characteristic that can encourage positive service behavior among the employees of the organization (Schneider et al., 2005).

Service behavior is built on mutual disparities in emotions, attitudes, service orientation, and empathy (Zahavy, 2010). Service behavior is a joint product or output of SerClim and individual factors of the employee (Zahavy, 2010). Service behavior consists of IRB and ERB. IRB consists of core-task behavior. ERB comprises the voluntary efforts of service undertaken by the employees to help the customer by going beyond the prescribed role.

The main driving force of the service organization is Csat. Csat results in profitability, positive word of mouth, and CusLoy (Heskett et al., 1994). To make this happen, business organizations should create strong SerClim. Organizations can create strong SerClim by effective implementation of human resource management and managerial practices (Little & Dean, 2006; Gracia, Cifre, and Grau, 2010).

By applying role theory in restaurants, frontline employees have to perform multiple roles such as host, friend, well-wisher, guide, expert, and consultant. In a fine dining service, employee involvement is high, and they have to play many roles compared to fast-food restaurants. Based on role theory and SerClim theory, researchers propose the following hypotheses.

H6A SerClim and employee IRB are positively associated.

The Theory of Reasoned Action states that understanding behavioral intention is necessary to predict or forecast the behavior of the people. The service organizations need to understand the behavioral intentions of the employees and the customers so that the former can predict the latter's behavior. Relying on the Theory of Reasoned Action, we put forward the following hypothesis.

H6B. SerClim is positively associated with employee ERB

According to Expectation Disconfirmation Theory, consumers anticipate some level of service when they enter into a product or service transaction. Customers measure the experience of the

service, during, or after its consumption. If the experience fulfills customers' expectations, then the customers will be satisfied (Oliver, 1977). Based on the Expectation Disconfirmation Theory, we propose the following hypothesis.

H6C. SerClim and Csat are positively associated.

2.2.2. IRB - Csat

IRB relates to the activities of the employees that are explained by their role in the organization. IRB relates to the mandatory behavior prescribed for the successful attainment of the assigned duties. It is related to the activities that are explicitly prescribed in the job description or implicitly derived from organizational norms (Kang, Kim, Choi, and Li, 2020). It consists of the specific 'core' task behavior that contributes towards their appraisal and rewards.

By offering superior customer service experience, service organizations can strengthen their competitive advantage. As front-line service employees interact with customers, their behavior positively or negatively may affect Csat, and this behavior will become a differentiating factor for the service organization. To achieve Csat, the organization should set the standards based on customers' expectations and mould the employees' behavior accordingly (Liao and Chung 2004). Failure to perform the specified IRB will lead to punishments as it affects the entire organizational performance. Little research has been done in the retail and banking sector (Bettencourt & Brown, 1997; Schneider et al., 2005). Based on role theory and expectancy-disconfirmation theory, we propose the following hypothesis.

Hypothesis 7 Employee IRB and Csat are positively associated.

ERB applies to a set of behaviors that are not defined as part of their job or as part of their formal compensation plan (Bilino and Turnley, 2003). ERB includes unsolicited actions by frontline employees that may help the customer. Since the customer does not expect these

extra-role actions, the customers get delighted. ERB strengthens the impact of IRB (Katz, 1964). Frontline employees' extra care, extra effort, extra attention towards customer needs that unusually surprise the customers, increases Csat (Bitner et al., 1990).

According to social exchange theory, when a person receives good returns for their money, they will be satisfied. In a service organization, the customer expects fair returns for their money in the form of positive behavior and excellent service from frontline employees. If customers get it from the frontline employees, then customers feel satisfied (Simon, Gómez, McLaughlin & Wittink, 2009). Some researchers say that the relationship between SerClim and CusSat was not mediated by OCB (Hui, Kuo, and Chien, 2012). Some other researchers say that OCB mediates the relationship between SerClim and Csat (Schneider et al., 2005). To clarify this dilemma, we want to focus on this aspect. Based on the theory of reasoned action, social exchange theory, and expectancy-disconfirmation theory, we propose the following hypothesis.

Hypothesis 8 Employee ERB and Csat are positively associated.

2.2.4. SerClim – IRB – Csat

A strong SerClim serves as a vital resource for the organization. Designing and nourishing a strong SerClim is desirable when repeated employee and customer contact is essential. In this context, there is a tremendous need to establish a strong SerClim that links employee perception of the environment and Csat (Bowen, Siehl, & Schneider, 1989).

IRB refers to those tasks that an employee performs to fulfill formal job requirements with their technical competence (Hui, Law, and Chen, 1999). Generally, employees perform mandatory tasks and duties to achieve rewards or to avoid punishments. These tasks comprise the IRB. If these tasks and duties are not performed effectively, the employees may have to face sanctions or punishments. Competent frontline employees provide expert advice to the

customers when the customer does not have the appropriate knowledge. This expert knowledge generally expected from frontline service employees is part of their IRB. With the help of frontline employees' core task behavior, the consumers will be able to satisfy their needs. High competence in dealing with customers will lead to positive customer feelings (Price et al., 1995). Research indicates that enhanced Csat can be achieved when frontline employees generate new ideas and solve the customers' problems (Ruth Maria Stock, Ad de Jong, and Nicolas A. Zacharias 2016). If service intangibility and customer contact both are high, then the influence of SerClim and service behavior on Csat will be high (Dietz, Pugh & Wiley, 2004). Frontline employees are essential partners of the firm. They play a prominent role in satisfying the customers' needs and wants. Frontline employees provide differentiated and customized services, and they strengthen competitive advantage. In general, customers form an impression of a service organization based on the front-line service employee interaction with them. To create positive service outcomes, front-line employees must give responses to customer's queries with sound knowledge and appropriate behavior. These responses are part of the in-role job performance of the front-line service employee. The organizations which want to satisfy their external customers should focus on their internal customers as the way of delivering service influences Csat.

Csat or dissatisfaction is a condition of enjoyment or displeasure regarding the result of the customer's perceived performance compared to their expectations. When the actual performance fulfills the customers' expectations, then the customers will be satisfied (Oliver, R. L., 1977). Based on SerClim theory, role theory, the theory of reasoned action, social exchange theory, and expectancy-disconfirmation theory, we put forth the following hypothesis.

Hypothesis 9 Employee IRB partially mediates between SerClim and Csat.

2.2.5. SerClim – ERB - Csat

Strong SerClim promotes superior service and enhances Csat (Dietz, Pugh, and Wiley, 2004). ERB is concerned with extraordinary and memorable feelings. High-quality frontline employee performance or behavior enhances Csat (Singh, 2000). Employees' ERB can act as the lubricating function that reduces friction, increases efficiency and boosts the organization's performance. The physical and emotional proximity between employees and customers is the key element that influences their relationship (Lin, 2011). Frontline employees should improve their skills to offer superior service and show empathy towards customers. Frontline service employee's amicable behavior, such as showing care, responsiveness, helpfulness, understanding, trustworthiness, and friendliness, are important for SQ and Csat. Frontline employees' empathetic behavior, care and individualized attention towards customers are the key aspects in delivering services to them (Parasuraman, Zeithaml, & Berry 1988).

Delivering service is distinct from manufacturing goods as services are intangible. A consumer's physical presence is required, and their involvement may be necessary to deliver the service. Service production and consumption more often occur at a time, therefore maintaining superior SQ will become tough (Bowen, Siethl, and Schneider, 1989). Therefore it will be challenging to assess, monitor, and handle SQ during service production and delivery (Schneider et al., 2000). In this context, frontline employees undertake a critical job in maintaining consistent SQ and satisfying the customers.

The interaction of the frontline service employees connects the organization with its customers. The behavior that service employees demonstrate during this interaction is critical to Csat. When frontline employees demonstrate adaptability and flexibility to provide customized services to the specific needs of the individual customers, then Csat increases, and they become loyal to the organization. Only one research was conducted in the retail sector regarding the

mediating role of organizational citizenship behavior between SerClim and Csat (Schneider et al., 2005). From the above discussion, based on SerClim theory, the theory of reasoned action, social exchange theory, and expectancy-disconfirmation theory, the researchers offer the following hypothesis.

Hypothesis 10 Employee ERB partially mediates the relationship between SerClim and Csat.

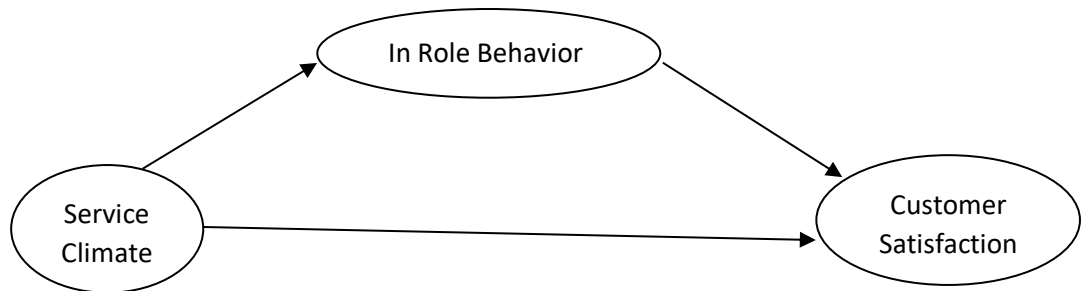


Figure 5. Mediating role of In-Role Behavior between Service Climate and Customer Satisfaction

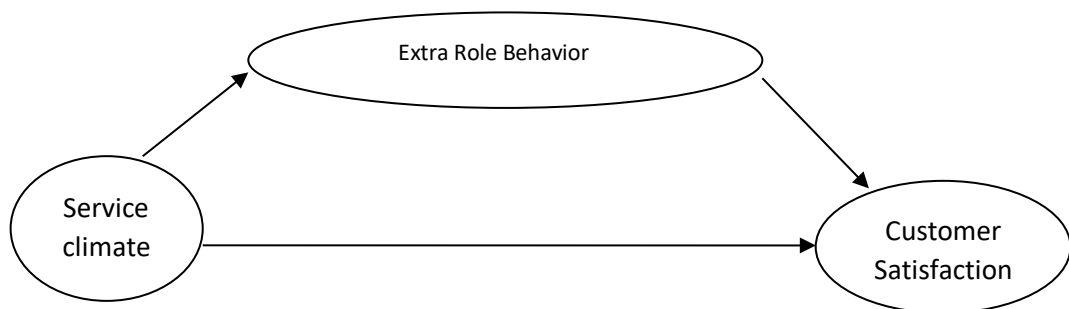


Figure 6. Mediating role of Extra-Role Behavior between Service Climate and Customer Satisfaction

RESEARCH MODEL 3

Theory development

According to Vroom, motivational force is the combination of expectancy, instrumentality, and valence. Expectancy is the perceived possibility that action would produce excellent performance; instrumentality is the perceived possibility that performance will yield the

expected outcomes; valence refers to the importance that the individual puts on rewards. This study aims to investigate the effect of employees' behavior, using the theory of expectancy, and stimulus-response theories, on CusLoy.

According to the operant conditioning theory, developed by B.F. Skinner, which is based on stimulus-response theory, the behavior that is followed by rewards will likely to occur again and again. Restaurant managers and employees can enhance the CusLoy by adopting customer retention and loyalty measures like the following

1. Welcome drink or free dessert
2. Proffered seating
3. Jump the queue
4. Get a free gift on your 10th visit
5. Celebrate the season
6. Invite events, concerts and theme nights
7. Secret menus
8. Celebrate customer special days
9. Time-bound campaign
10. Referral program
11. Remembering customer name and details
12. Extra care and preferences for customers.

Management of the service organization expects employees should put greater efforts to offer superior service to customers, and then they will be recognized and rewarded. Employees expect if they put greater efforts to offer superior service to customers, then their contribution will be recognized and rewarded. Customers expect superior service from employees/organizations, if they get greater benefits, then they will show their loyalty.

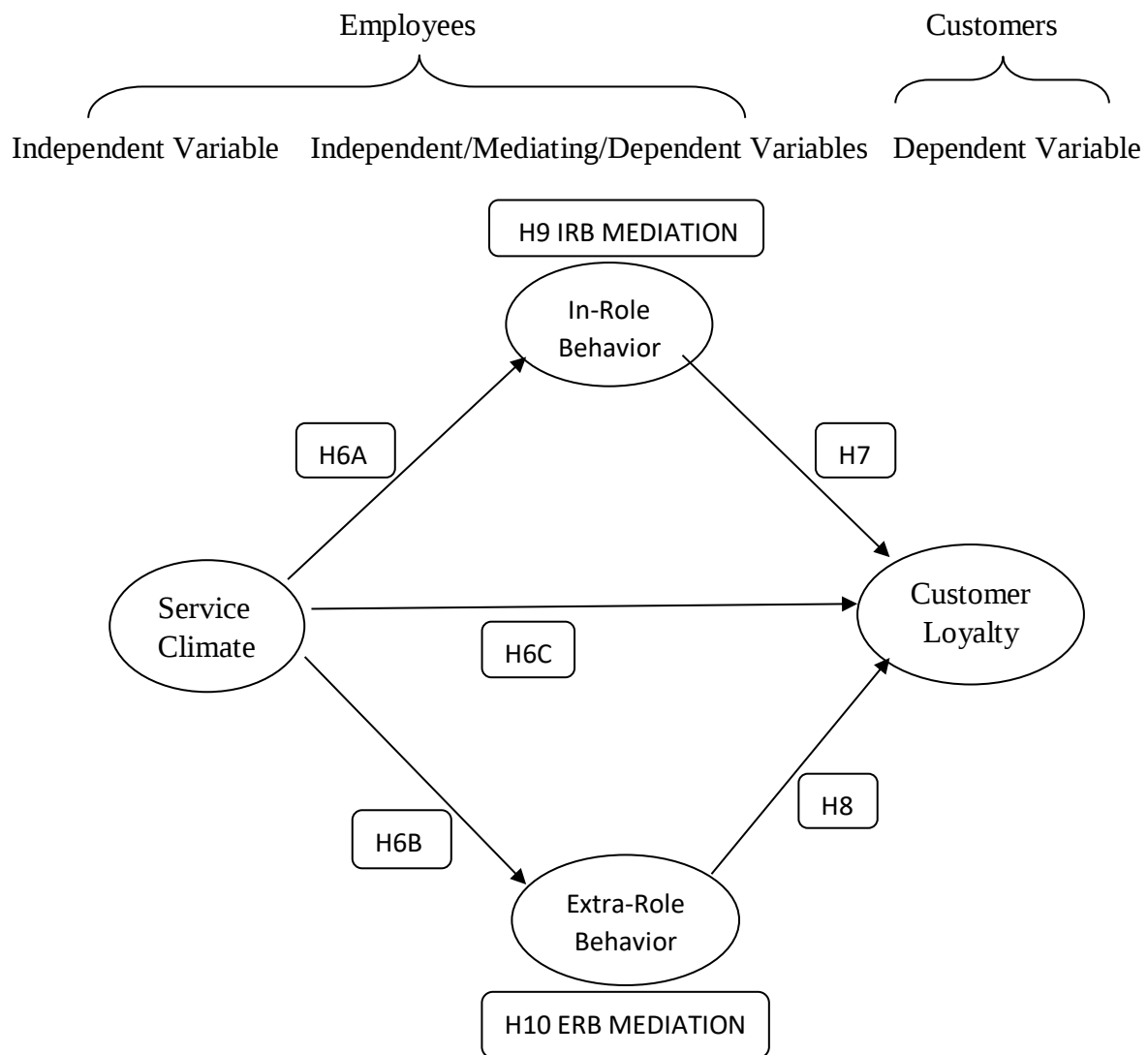


Figure 7. Research Model III

Hypothesis development

SerClim – IRB

The SerClim represents the employees' perceptions of significant activities of the service organization (James & James, 1989). Employees make their judgments on the grounds of the organization's established policies and activities (Pierce, Gardner, Dunham, & Cummings, 1993). Based on the reciprocity norm, employees' perception of how the service organization expects, respects, and honors the superior SQ, they reciprocate with their positive behavior. Many empirical research studies have demonstrated the positive link regarding SerClim and

service behavior/performance (e.g., Liao & Chuang, 2004, 2007; Paulin, Ronald, & Jasmin, 2006, Zhang, Liu, Wang & Shen, 2011). Therefore, we hypothesis that there is

H11A SerClim and employee IRB are positively associated.

SerClim – ERB

SerClim can be utilized to grab social interactions between employees and service organizations. Particularly, the service organization policies, procedures, reward systems guide employees' behavior. Climate affects workplace motivation, the way the workers are energized. Management who controls the organizational climate will leverage their employees' maximum potential; management who do not control their organizational climate has less than average or poor staff (Snow, 2002). The way front-line service employees behave with customers represents how the service firm treats its front-line employees (Bowen, Gilliland, & Folger, 1999). The internal social relationships should function effectively and adequately to attain the organization's objective of maintaining strong customer relations (Yoon, Seo, & Yoon, 2004). SerClim affects employees' work performance and behavior (Rentsch, 1990). Discretionary performance separates an ordinary service organization from an outstanding one (Snow, 2002). Discretionary performance nourishes and cultivates the culture and environment of a superior organization. Schneider et al., 2005, found that when workers operate in an organization where superior customer service is a priority and a valued activity, they will undertake ERB activities.

H11B SerClim and employee ERB are positively related.

SerClim – CusLoy

The SerClim can make a lot of difference. SerClim has concern for employees and customers. It sets performance levels and energizes them to achieve their goals and objectives. One

research study proved that SerClim is an antecedent of CusLoy (Liao and Chuang, 2004). SerClim positively affects CusLoy (Schneider et al., 1996 and 2005). Therefore, the researcher hypothesizes that SerClim and CusLoy are positively related.

H11C SerClim and CusLoy are positively related.

IRB- CusLoy

Frontline service employees always have direct interaction with the customers, and they have a strong influence on SQ and CusLoy (MacKenzie, Podsakoff, and Aheame, 1998). Loyalty is significant because it suggests a tendency to exhibit particular behaviors, like the probability of future use (Liddy, 2000), or how often the consumers recommend the organization to acquaintances or coworkers or friends (Reichheld, 2003). Loyal customer costs less for the company, they are willing to buy the services at a higher price than others, and they engage in positive word-of-mouth. Therefore, companies should retain loyal customers. Research has demonstrated that splendid performance is strongly associated with CusLoy, in that excellent performance is the antecedent of CusLoy (Bitner, Booms, & Tetreault, 1990; Reinartz and Kumar, 2002).

Service employees are the link between customers and service organizations. They are the key contributors to the organizations' success. The success of the organization depends on CusLoy. The promises made by service organizations are fulfilled by the frontline employees. Therefore, their behavior affects customer intentions to buy.

H12 Employee IRB and CusLoy are positively related.

ERB – CusLoy

Citizenship behaviors contribute to enhanced understanding, cooperation, collaboration, and loyalty that lead to the extension of teamwork, friendship, and dedication/commitment (Flint & Maignan, 2015). The enhancement of employee productivity, the trust of the company, and the development of formal and informal relationships in and outside the company are all factors that can be evidenced by citizenship behaviors (Kianfar et al., 2013). Employees' collaborative and participatory activities contribute to stronger loyalty for the company. ERB/OCB facilitates cooperation, promotes contact between employees and managers, enhances the working climate, and decreases the level of defection among employees. Besides, "good soldiers" will enable several workers to provide better support, as they are ideal members for the company to implement quality initiatives (Hui et al., 2001). Service employee ERB can result in CusLoy (Bontis et al. 2000).

H13 Employee ERB and CusLoy are positively related.

Service climate- IRB – CusLoy

SerClim promotes a skilled and empowered workforce to participate in service organization operations that can fulfill consumer requirements. Creating successful interpersonal interactions between employees and customers will enhance CusLoy (Berry & Parasuraman, 1991; Czepiel, 1990). CusLoy comprises the behavioral intentions of a customer, as determined by the probability that the customer may re-buy from the organization (Swan & Oliver, 1989).

Research has exhibited that splendid performance is strongly associated with CusLoy, in that excellent performance antecedent of CusLoy (Bitner, Booms, and Tetreault, 1990; Reinartz and Kumar, 2002). Service behavior, in the same manner as service climate, has been

demonstrated a positive relationship with customer and market outcomes (e.g., Chuang and Liao, 2010; Jiang, Chuang, and Chiao, 2015).

Research showed that the SerClim is another antecedent of CusLoy (Liao and Chuang, 2004). A strong SerClim has a positive effect on CusLoy (Schneider et al., 1996). Then, it makes sense that the SerClim affects customers' loyalty through the service behavior of the employees. In this regard, we propose that the IRB of the frontline employee mediate the relationship between SerClim and CusSat.

H14 Employee IRB mediates the relationship between SerClim and CusLoy.

SerClim indicates the activities that a business organization performs and displays, its orientation towards service and customers (Solnet, D., & Paulsen, N., 2005). SerClim shapes frontline employee inclination to service and customer outcomes. Service employees are the link between customers and service organizations. They are the key contributors to the organizations' success. The success of the organization depends on CusLoy. The promises made by service organizations are fulfilled by the frontline employees. Therefore, their behavior affects customer intentions to buy. ERB reflects employee commitment towards service organization, this will positively motivate customers' commitment towards service organization, and this will positively motivate customers' commitment towards service organization (Casitro et al., 2004).

ERB can be treated as a sign of the dedication of the employees towards their company. ERB helps the customer to become more loyal, as experienced employees voluntarily mentor newly employed or less competent employees or overburdened frontline employees at that particular time. Therefore, promoting such discretionary voluntary activities is highly relevant for service providers, as they improve communication between employees and even interactions between

frontline employees and customers (Yoon and Suh, 2003). Behavioral intentions determine that the customers will stay with or leave the organization. Improved communications increase the degree of consumer interaction with the service provider (through frontline service employees) and their desire to stay as customers. Service employee role behavior is positively associated with CusLoy (e.g., Reinartz and Kumar, 2002). Schneider et al. (2005) found that the SerClim inspires service employees to go out of their way repeatedly to serve customers, which also contributes to CusLoy and business unit revenue efficiency. Service employee performance will mediate the relationship between SerClim and CusLoy (Salanova et al., 2005). Therefore, the researcher proposes that employee ERB mediates between SerClim and CusLoy.

H15 Employee ERB mediates between SerClim and CusLoy.

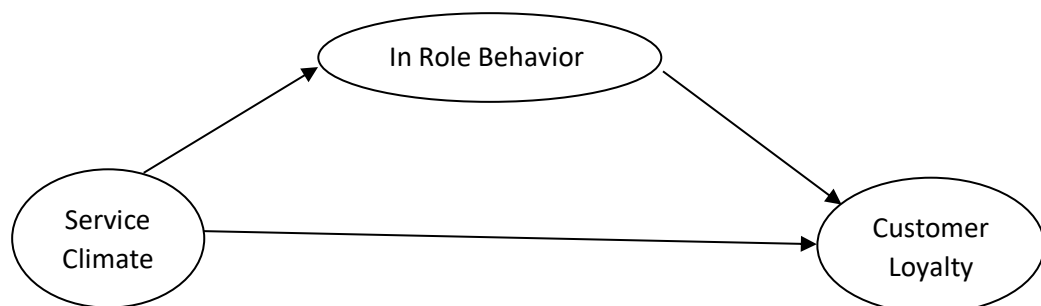


Figure 8. Mediating role of In-Role Behavior between Service Climate and Customer Loyalty

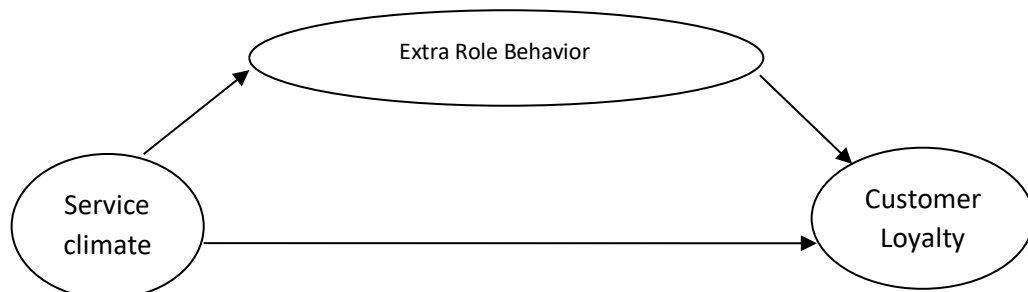


Figure 9. Mediating role of Extra-Role Behavior between Service Climate and Customer Loyalty

Chapter III

Research Methodology

The methodology chapter specifies the procedures, methods, techniques followed to collect, analyze, and interpret the data. This chapter further depicts the mechanisms used to measure the measurement model's validity and reliability. It also states the methodological approach to examine/inquire research questions and test the hypothesis.

The objectives of the study are to 1) investigate how to improve customer experience by focusing on SerClim and service behavior in the fine dining industry, 2) testing/developing an integrated framework of service climate, employee behavior, and customer experience model, 3) investigating the mediating role of employee behavior between SerClim and customer experience.

Methods

Examining the effect of SerClim and service behavior on customer experience is significant as organization profitability and growth depends on them. Surveys are the most effective and efficient method of data collection that can be done quickly and economically. Therefore, surveys were the best method to collect the data in management and social sciences.

Research Design

The present study followed a cross-sectional research method. The data have been collected once at a time from restaurant employees and customers.

Population and Sampling

The present study focused on evaluating customer experience (SQ, CusSat, and CusLoy) assessed by employees and customers of fine dining restaurants. The researcher selected fine dining restaurants because, in these restaurants, there will be more scope for the employees to interact with customers, and their behavior will influence the customer's experience compared to the fast-food and casual restaurants. The researcher selected three, four, and five stars (upscale) restaurants as these customers have high expectations regarding SerClim and employee behavior compared to other restaurants. Therefore, the universe of this research study is three, four, and five-stars fine dining restaurants.

Sampling technique

Generally, restaurants do not maintain their customer databases. Therefore, it is very difficult for a researcher to follow a random sampling technique. Thus, the present study undertook non-random sampling methodology, for instance, purpose sampling.

Sampling size

The study employs descriptive and quantitative methods of research. The data was collected through the restaurant intercept survey method. The target population was 3-star, 4-star, and 5-star restaurants employees and their customers. The purposive sampling technique was used to select the participants. The sampling size was 504 frontline employees and 504 restaurant customers. The sample size was justified, according to Hair et al. (1998) (10 samples per item) and Lacobucci (2009), simple thumb rule- $n > 200$ preferred.

Data collection technique

Structural questionnaires were used to collect the data from restaurant frontline employees and customers. The first component of the employee questionnaire comprises questions related to perceptions of SerClim, which is an independent variable. The second component of the questionnaire comprises questions related to employees' perceptions of their IRB and ERB, which can be considered as independent or mediating or dependent variables based on the hypothesis. The last component of the employee questionnaire included employee demographic details such as employee age, gender, marital status, education, a full-time or part-time job, and employee experience. Employee demographic data are presented in table 3. The customer questionnaire included questions on SQ, Csat, CusLoy, and demographic details of the customers such as customer age, gender, marital status, occupation, income, and education. Customer demographic data are presented in table 4.

Frontline employees of restaurants and their customers were contacted in a dyad. Dyadic contacts were matched to individual customer executives and individual customers. First, one customer executive was selected, and data was gathered from him/her. Later the questionnaires were administered to the customer served by him/her.

Participants

The frontline employees with a minimum of one year experience and their customers were selected. The researchers personally went to restaurants in Hyderabad, Secunderabad, and Ranga Reddy district and collected information from frontline employees and their customers. Data collection took place from May to October of 2019. The researchers explained the questionnaire to the respondents and clarified all their queries and doubts. The questionnaire took around 10 minutes for each participant to fill it. The respondents had the freedom to withdraw from the survey whenever they want. Participants were given the freedom to select

their choices. No advice is given to the participants about the choices. Some negatively worded questions and two different scale points have been adopted to reduce the bias of the participants.

Completely filled questionnaires were only considered for the study. Eight hundred questionnaires were circulated to customer executives and their customers. Out of 800, 504 usable questionnaires were received, providing a response rate of 63%, which were considered to be adequate for further analysis.

Table 2

Sampling Classification

Type of Restaurant	Number of Respondents
5-star restaurants	180
4-star restaurants	160
3-star restaurants	164
Total	504

Table 3

Definitions of Restaurants

Restaurant	Definition
Fine Dining Restaurant	Webstaurant store defined fine dining restaurants as “Fine dining restaurants are full-service restaurants. Guests expect elegant ambiance, upscale table settings, and a menu with higher price points. They also expect servers to uphold fine dining etiquette. Fine dining establishments are featured table service by servers”.
5-star restaurants	Forbes defined five-star restaurant as “A Five Star restaurant offers truly unique and distinctive dining experience. A Five Star restaurant consistently provides exceptional food, superlative service, and elegant decor. An emphasis is placed on originality and personalized attentive and discreet service. A gracious, warm dining room team attends to every detail of the meal.”
4-star restaurants	Forbes defined four-star restaurant as “Four Star restaurants are exciting restaurants with often well-known chefs who feature creative, complex foods and emphasize various culinary techniques and a focus on seasonality. A highly trained dining room staff provides refined personal service.”
3-star restaurants	Forbes defined three-star restaurant as “Three-star restaurants are restaurants who serve fresh, appealing food in a unique setting that offers a strong sense of location either by style or menu. Attention to detail is evident through the restaurant, from the service to the menu.”

Table 4

Demographic profile of the employees

		Frequency	Per cent
Age	Below 20 years	33	7
	20-29 years	320	55
	30-39 years	146	29
	40 years Above	5	1
Gender	Male	410	81
	Female	94	19
Marital Status	Married	285	57
	Unmarried	219	43
Education	Primary school	28	6
	High school	34	7
	Intermediate	134	27
	Graduate	213	42
	Postgraduate	93	18
Job Status	Full time	414	82
	Part time	90	18
Experience	1 year	74	15
	2 years	110	22
	3 years	107	21
	4 years	86	17
	5 years	63	13
	More than 5 years	64	13

Table 5

Demographic profile of the customers

		Frequency	Percentage
Age	Below 20 years	83	16
	20-29 years	279	55
	30-39 years	86	17
	40-49 years	40	8
	50 years and above	16	3
Gender	Male	340	67
	Female	164	33
Marital Status	Married	223	44
	Unmarried	281	56
Education	No education	9	2
	Primary School	10	2
	High School	30	6
	Intermediate	59	12
	Graduation	222	44
	Post-graduation	174	35
Occupation	Unemployed	146	29
	Employee	193	38
	Business people	71	14
	Self-employed	40	8
	Others	54	11
Income	Below 20,000	143	28
	20,000 to 39,999	67	13

40,000 to 59,999	119	24
60,000 to 79,999	82	16
80,000 to 99,999	48	10
1,00,000 and above	45	9

Measurement of constructs

In this study, the researchers used latent constructs. The latent constructs are not directly measurable but can be evaluated using a set of statements. In the employee questionnaire, statements/questions from 1-8 are related to the SerClim variables, from 9-13 questions are related to the IRB variables, 14-18 are related to the ERB. The remaining questions are related to employee demographics. In the customer questionnaire, statements/questions 1-18 are related to SQ variables, 19-21 are related to CusSat variables, 22-26 are related to CusLoy. The remaining questions are related to customer demographics.

Service climate

The SerClim scale of the Global SerClim was assessed with eight items scale established by Schneider et al., (1998). All items were scored on 5 points Likert Scale ranging from 1 to 5, in which 1 indicates Poor to 5 indicates Excellent. A sample item was, "How would you rate the job knowledge and skills of employees in your business to deliver superior quality work and service?" The internal consistency was measured by Cronbach Alpha. The Cronbach Alpha value of the SerClim scale was 0.871.

3.2.2. IRB

The IRB scale was measured with a scale consists of five items, established by Bettencourt and Brown (1997). All items were scored on 7 points Likert scale ranging from 1 to 7, in which 1 indicates Strongly Disagree to 7 indicates Strongly Agree. A sample item was, "Performs all

those tasks for customers that are required of him/her". The internal consistency was measured by Cronbach Alpha. The IRB scale Cronbach Alpha value was 0.898.

3.2.3. Customer-oriented ERB

The customer-oriented ERB scale was measured by the five-item scale established by Bettencourt and Brown (1997). All items are scored on 7 points Likert scale ranging from 1 to 7, in which 1 indicates Strongly Disagree to 7 indicates Strongly Agree. A sample item was "Voluntarily assists customers even if it means going beyond the job". The internal consistency was measured by Cronbach Alpha. The Cronbach Alpha value of the ERB scale was 0.897.

Customer Experience

Customer experience consists of three constructs i.e., SQ, CusSat, and CusLoy.

Service quality

SQ was measured with four-dimensional (excluding tangibility) 18 item scale developed by Parasuraman, Berry, & Zeithaml (1991). The questionnaire consists of reliability, responsiveness, assurance, and empathy dimensions. In the questionnaire, questions from 1 to 5 items represent the reliability dimension, 6 to 9 represents the responsiveness dimension, 10 to 13 represents the assurance dimension, and 14 to 18 represents the empathy dimension. Tangibility is related to physical infrastructure were beyond the control of frontline employees. Therefore, Tangibility variables were excluded from the SQ scale. All items are scored on 7 points Likert scale ranging from 1-Strongly Disagree to 7-Strongly Agree. Reliability, responsiveness, assurance, and empathy dimensions, Cronbach's alpha values were 0.87, 0.83, 0.84, and 0.87.

3.2.4. Customer satisfaction

The Csat scale was measured by 3 items scale developed by Gottlieb, Grewal and Brown (1994). All items are scored on 7 points Likert scale ranging from 1 to 7, in which 1 indicates “strongly disagree” to 7 indicates “strongly agree”. A sample item was “I am happy about my decision to come to this restaurant”. The internal consistency was measured by Cronbach Alpha. The Cronbach Alpha value of the Csat scale was 0.85.

Customer loyalty

The CusLoy scale was measured by the five-item scale established by Webster and Sundaram (1998). All items are scored on 7 points Likert scale ranging from 1 to 7, in which 1 indicates Strongly Disagree to 7 indicates Strongly Agree. A sample item was, “I will recommend this restaurant to others” The internal consistency was measured by Cronbach Alpha. The Cronbach Alpha value of the CusLoy scale was 0.875.

3.2.5. Control Variables

The researchers controlled for customer executive gender as the gender composition of the employee might relate to a customer service orientation. The researchers controlled for customer executive full-time or part-time job position as full-time employees will have more chances to interact with the customers, and they can develop closer relationships.

Procedure for data analysis

Factor analysis is the best method, when a large number of variables are there in the data and the objective is to identify the underlying structure of the data. Factor analysis reduces the large number of variables into few variables that can describe the most of the total variation in the original data. Factor analysis is a method to find out latent factors/variables of the investigation. Factor analysis provides the tools for examining the relationships among various constructs. It specifies the interconnectivity among the variables. The purpose of the factor analysis is to identify the unexplored factors that specify the interconnection among variables.

Principle component analysis was used to analyze the survey data to identify underlying dimensions of customer experience (SQ, CusSat, and CusLoy), SerCli, IRB and ERB. To evaluate the scale measurement properties, the first reliability analysis was conducted by categorizing the items into four dimensions for SQ (excluding tangibility dimension) as per the past literature (Bowen and Schneider 2014). Then all the items, within each dimension, have been verified as per item to total correlations. Clark and Watson, 1995 suggested the item-total correlation ideal value should be between 0.15 to 0.50. In the present study we got the values in the ideal value range i.e, between 0.15 to 0.5.

Confirmatory factor analysis was conducted to verify the psychometric properties of SQ, CusSat, and CusLoy.

The present study employed latent constructs that have various measurement items to describe the predictors of crucial outcomes (SQ, CusSat, and CusLoy). To test the research model, both measurement components, and structural components need to be studied simultaneously. Covariance-based structural equation (CB-SEM) modeling can be used to test the (research) structural model, in which structural equation modeling predicts measurement model factor loading and structural model path coefficients simultaneously.

Table 6
Latent constructs Definitions and recommended scales

Latent Construct	Definition	Recommended Scale
Service climate	Service climate is defined as "employees' shared sense of the service quality-focused policies, practices and procedures they experience and the service quality emphasis they observe in behaviors that are rewarded, supported, and expected" (Schneider, White, and Paul 1998) "	Schneider recommended an 8-item global service climate instrument that measures knowledge and skills of employees, recognition and rewards, overall quality, leadership, communication, tools, technology, and other resources that are available for employees, which consists of reliability or internal consistency score of 0.87. The other instrument to measure service climate is Lytle et al. (1998).

In-role behavior	Williams and Anderson defined in-role behavior as “all the behaviors that were necessary for the completion of the responsible work.”	Bettencourt and Brown (1997) offered five items scale that includes the tasks required to perform, fulfilling the responsibilities and helping the customer to meet their needs, which consists of an internal consistency score of 0.89. The other instrument to measure employee in-role behavior is Farh, Earley, and Lin (1997).
Extra-role behavior or Organization Citizenship Behavior	Organ, 1988 defined OCB as “the sum of the staff’s spontaneous behaviors that are not clearly established or directly recognized by the organizational official salary system, which generally benefits the operational efficiency of the organization.”	Bettencourt and Brown (1997) recommended five items scale that includes helping in solving customer problems, going beyond the job, call of duty, and going out of the way, which consists of an internal consistency score of 0.89. The other instrument to measure employee extra-role behavior is Farh, Earley, and Lin (1997).
Service quality	Gronroos (1984) defined “service quality as the outcome of the comparison that consumers make between their expectations and perceptions”.	Parasuraman, Berry, and Zeithaml (1991) suggested a service quality scale that includes 5 dimensions. In the present study, the tangibility dimension was excluded, and the alpha value of reliability is .86, responsiveness is .84, assurance is .84, and empathy is .87. The other scale to measure the service quality is SERVPERF by Cronin and Taylor (1992).
Customer satisfaction	Customer satisfaction refers to “an affective state that is the emotional reaction to an experience or a sequence of experiences with a seller. It is produced by the customer’s assessment of the degree to which a seller’s performance is perceived to have met or exceeded some comparison standard”.	Gottlieb, Grewal, and Brown (1994) suggested three items instrument measure customer satisfaction that includes the right decision, happy about the decision, and overall satisfaction, which includes the internal consistency value of 0.86. The other scales to measure customer satisfaction are Cronin et al. (2000) and Spreng and Mackoy (1996).
Customer loyalty	Customer loyalty is “the result of consistently positive emotional experience, physical attribute-based satisfaction, and perceived value of an experience, which includes the product or services”.	Webster and Sundaram (1998) employ five items of customer loyalty scale that includes the intention to revisit or not, considering next time purchase and recommending to others, which include the internal consistency value of 0.88. The other scale to measure customer loyalty is Knox and Walker (2001).

Data purification and cleaning

Non-response to survey questionnaire may eventually result in bias, as the people who respond may vary systematically from non-respondents. Investigation of data indicated that there was no bias regarding non-response. Several respondents were eliminated as they were not fully completed the questionnaire and read the questions accurately. To ensure unbiased results, questionnaires that have duplicate responses were also removed. In quantitative studies, one of the significant steps is to verify the data characteristics and accuracy. Several key things need to be check, such as missing values, outliers, and common method variance or bias. Often it is important to decide if the data breaks some assumptions about the predicted distribution pattern or there is some violation of multivariate assumptions for a specific style of study.

Common method variance or bias

The probability of common method variance or bias was handled in the present study. This biasedness may arise as data is gathered at various periods, utilizing the same procedures. In the present research, data was gathered using a self-reported survey utilizing the cross-sectional study. That is why the possibility of the existence of common method bias cannot be ignored and should be investigated. Podsakoff et al. (2003) suggested Harman's single-factor test to handle common method variance or bias. An exploratory factor analysis was performed that comprises all the factors in the method. The common method bias is expected to exist when there is one dominant factor that arose as a result of un-rotated factor analysis or principal component analysis, but in the present study, there is no such dominant factor emerged. Therefore, this study is free of common method variance or bias problem. Lastly, it must be remembered that the correlation matrix (r -value $> .90$) has not displayed strong correlations between constructs that would have confirmed the presence of common method bias (Pavlou, Liang, and Xue, 2007).

Chapter IV

Results

The results chapter contains three parts. The first part shows descriptive statistics of service climate, in-role behavior, extra-role behavior, customer experience, service quality, customer satisfaction, and customer loyalty. In the second part, the assessment of measurement and structural models were performed. The last part demonstrates mediation analysis results. SPSS software was used to get descriptive statistics and principal component analysis. In addition to that, AMOS was used to perform confirmatory factor analysis and mediation analysis.

Descriptive statistics

To test the normality of data, kurtosis and skewness values are considered (Field, 2013). In the present research, the skewness and kurtosis values of all the factors ranged from -3 to +3. Therefore, it can be considered that data is normally distributed. The descriptive statistics of measurement variables are presented in the table 7. Principal component analysis and AMOS cannot be run when the missing data exists in the data set. Therefore, the study included complete data. Duplicate cases are checked and removed from the data set. Finally, 504 valid cases are taken into consideration for data analysis.

Principal component analysis for constructs

To check the key dimensions of constructs, principal component analysis (PCA) was conducted. Tables 10-20 present principal component analysis results for 3 research models (SC IRB ERB SQ, SC IRB ERB CS, and SC IRB ERB CL).

Table 7
Descriptive Statistics

VARIABLE	MEAN	SD	VARIANCE	SKEWNESS	KURTOSIS	ALPHA
SC1	3.68	.974	.949	-.619	.162	
SC2	3.75	.903	.816	-.558	-.094	
SC3	3.75	.911	.829	-.592	.257	
SC4	3.80	.949	.900	-.600	-.065	
SC5	3.86	.966	.932	-.566	-.317	
SC6	3.74	.971	.942	-.660	.183	
SC7	3.78	.979	.959	-.541	-.297	
SC8	3.86	.985	.970	-.689	-.070	0.871
IRB1	5.38	1.290	1.663	-1.297	2.008	
IRB2	5.50	1.232	1.519	-1.286	2.172	
IRB3	5.45	1.296	1.680	-1.358	2.443	
IRB4	5.44	1.300	1.690	-1.197	1.642	
IRB5	5.44	1.165	1.357	-1.241	2.302	0.898
ERB1	5.15	1.298	1.686	-.990	1.073	
ERB2	5.22	1.332	1.774	-.971	1.185	
ERB3	5.28	1.326	1.757	-1.073	1.495	
ERB4	5.25	1.353	1.831	-1.021	1.198	
ERB5	5.27	1.376	1.894	-1.046	.905	0.897
REL1	5.35	1.275	1.626	-1.326	2.135	
REL2	5.51	1.256	1.578	-1.360	2.374	
REL3	5.39	1.280	1.639	-1.249	1.896	
REL4	5.46	1.224	1.498	-1.093	1.406	
REL5	5.42	1.287	1.656	-1.179	1.591	0.856
RES1	5.56	1.176	1.384	-1.430	3.053	
RES2	5.54	1.184	1.402	-1.362	2.660	
RES3	5.41	1.264	1.599	-1.334	2.313	
RES4	5.51	1.248	1.558	-1.352	2.447	0.835
ASS1	5.53	1.219	1.486	-1.395	2.736	
ASS2	5.43	1.269	1.609	-1.295	2.173	
ASS3	5.41	1.164	1.355	-1.060	1.804	
ASS4	5.34	1.267	1.606	-1.214	2.045	0.836
EMP1	5.42	1.268	1.608	-1.298	2.135	
EMP2	5.39	1.303	1.698	-1.132	1.478	
EMP3	5.40	1.238	1.533	-1.261	2.112	
EMP4	5.44	1.265	1.599	-1.343	2.361	
EMP5	5.36	1.293	1.673	-1.098	1.517	0.869
CS1	5.655	1.1644	1.356	-1.395	2.521	
CS2	5.698	1.0012	1.002	-1.134	2.107	0.849

CS3	5.704	1.1567	1.338	-1.449	2.584	
CLM1	5.764	1.0672	1.139	-1.380	2.581	
CLM2	5.766	1.0667	1.138	-1.278	2.455	
CLM3	5.736	1.0626	1.129	-1.075	1.858	
CLM4	5.817	1.0768	1.159	-1.397	2.497	
CLM5	5.883	1.0886	1.185	-1.289	1.962	0.875

AMOS assumes data normality; thus, the data was checked for normality. To check the normality of the data both skewness and kurtosis criteria were used. The standardized statistics of skewness ranged from -0.689 to -0.541 for service climate, ranged from -1.358 to -1.197 for IRB, ranged from -1.073 to -0.971 for ERB. For SQ, the standardized statistics of skewness ranged for -1.360 to -1.093 for reliability dimension, ranged from -1.430 to -1.334 for responsiveness dimension, ranged from -1.395 to -1.106 for assurance dimension, and ranged from -1.343 to -1.098 for empathy dimension. The standardized statistics of skewness ranged from -1.449 to -1.134 for CusSat and ranged from -1.397 to -1.075 for CusLoy. Standardized statistics of kurtosis for each variable ranged from 0.183 to 0.297 for service climate, ranged from 1.642 to 2.302 for IRB, and ranged from 0.905 to 1.495 for ERB. For SQ, the standardized statistics of kurtosis ranged from 1.406 to 2.374 for reliability, ranged from 2.313 to 3.053 for responsiveness, ranged from 1.804 to 2.736 for assurance, and ranged from 1.478 to 2.361 for empathy. The standardized statistics of kurtosis for CusSat ranged from 2.107 to 2.584, and for CusLoy kurtosis values ranged from 1.858 to 2.581. The skewness values of all the items were laid in the range from -3 to +3, met the standard requirement of skewness. All kurtosis values are also within the limits of -3 to +3. Thus, the data set satisfied the requirements of normality.

The mean values ranged from 3.68 to 3.86 for service climate, ranged from 5.38 to 5.50 for IRB, and ranged from 5.15 to 5.28 for ERB. For SQ, the mean values ranged from 5.35 to 5.51 for reliability dimension, ranged from 5.41 to 5.56 for responsiveness dimension, ranged from

5.34 to 5.53 for assurance dimension, and ranged from 5.36 to 5.44 for empathy dimension. The mean values of CusSat ranged from 5.655 to 5.704, and CusLoy mean value ranged from 5.736 to 5.883.

The standard deviation values of SerClim ranged from 0.903 to 0.985 and variance values ranged from 0.816 to 0.97. For IRB, the standard deviation values ranged from 1.165 to 1.3, and variance values ranged from 1.357 to 1.69. For ERB, the standard deviation ranged from 1.298 to 1.376, and variance values ranged from 1.686 to 1.894. For SQ, the standard deviation values ranged from 1.275 to 1.287, and variance values ranged from 1.498 to 1.656 for the reliability dimension. For the responsiveness dimension of SQ, standard deviation values ranged from 1.176 to 1.264, and variance values ranged from 1.384 to 1.599. For the assurance dimension of SQ, the standard deviation values ranged from 1.164 to 1.269 and variance ranged from 1.355 to 1.609. For the empathy dimension of SQ, the standard deviation values ranged from 1.238 to 1.303 and variance ranged from 1.533 to 1.698. For CusSat, the standard deviation values ranged from 1.0012 to 1.1644 and variance ranged from 1.002 to 1.356. For CusLoy, the standard deviation values ranged from 1.0626 to 1.0886 and variance ranged from 1.129 to 1.185.

Testing the measurement model

To check the key dimensions of constructs of reflective kind of measurements, principal component analysis (PCA) was conducted. To perform principal component analysis of three research models, SPSS software was used.

Bartlett's test of sphericity needs certain level of correlation among the variables. It is required to assess the strength of the relationship between variables. It inspects the null hypothesis is rejected or accepted. When the variables are uncorrelated to each other, then null hypothesis is accepted. When the variables have strong correlation, then null hypothesis is rejected.

Kaiser Mayer Olkin and Bartlett's tests were conducted to assure the data could be factored. The tables reveal that Bartlett's Test of Significance value of 0.000, there is strong correlation among the variables of the study and this evidence is necessary or sufficient to reject the null hypothesis and one can proceed to perform factor analysis. The value of KMO varies between 0 to 1. Larger values indicate greater correlations among the variables. The value should be greater than 0.5., the measure is worthy when it equals or exceeds 0.8. The SQ 4 dimensions table shows the KMO value of 0.97. The SC IRB ERB SQ model KMO value of 0.95. The SC IRB ERB CS table shows the KMO value of 0.958 and the SC IRB ERB CL table demonstrates the KMO value of 0.95. All KMO values were signifying the appropriateness or suitability of factor analysis.

To extract the factor solution, the principal component analysis was performed. The rule that eigenvalues greater-than-one was used to determine the number of dimensions. All the eigenvalues are greater than one. The varimax rotation was employed to simplify the factor structure. The items that have greater than 0.4 factor loadings were retained.

The communality that is less than the minimum threshold value cannot explain the latent construct appropriately. The minimum threshold value is 0.5. In the present study, we got communality values greater than 0.5.

It is necessary to evaluate the reliability and validity of the measurement model to assure that indicator variables measure the construct accurately and significantly. This evaluation aimed to decide whether a particular indicator can be included or excluded in the model. As the model consists of two order constructs, the first lower order construct should be evaluated. Then, by using the lower order construct results, higher-order construct reliability and validity can be assessed.

The table presents the lower-order construct (SQ) measurement model results. The table presents a complete measurement (including lower-order and higher-order constructs) model results. The loadings of all the constructs indicators were statistically significant in their respective latent construct at $P < 0.001$.

In three research models, the dimensionality of the constructs was estimated by the Principal Component Analysis of SPSS. In this context, six constructs were used in the study (Service climate, IRB, ERB, SQ, CusSat, and CusLoy). As EFA helps the researchers to investigate the key factor structure that comprises measured variables, it was used to evaluate the validity through factor loadings. Cronbach's alpha values of all the constructs were calculated with a cut-off value of 0.6 to determine internal reliability (Nunnally & Bernstein, 1994).

After performing the Exploratory Factor Analysis, correlation, Confirmatory Factor Analysis, and Average Variance Extracted were employed to assess the validity of the six latent constructs which the research models comprise. Confirmatory Factor Analysis is a better method, compared to EFA, to measure the ability of all the indicators that comprise the latent construct. The CFA evaluates the relationships among various variables/constructs. The

CFA/CSM comprises of independent variables, intervening variables, dependent variables, control variables and measurement error values. The CFA comprises of first order and second order factors. It shows reflective model. The structural relationships among SerClim, IRB, ERB, SQ, CusSat and CusLoy in the hospitality service industry. The R² values show the path value which indicates the model explanatory power. Squared Multiple Correlations of constructs were obtained to measure indicator reliability. All the SMC values were greater than 0.30 (Bagozzi and Yi, 1988). All the factor loadings were greater than 0.7 and statistically significant according to Chin (1998).

Reliability

The reliability of the measurement model was examined with Cronbach's Alpha values and composite reliability values. To find out inter-relatedness among various groups of items, the internal consistency test should be conducted. Cronbach's alpha is the widely used statistical measure to evaluate the reflect item reliability. The items which possess the values that are greater than 0.7 alpha values can be regarded as a scale. Cronbach's alpha values ranged from 0.835 to 0.897 exceeding the threshold value of 0.70. The composite reliability values ranged from 0.835 to 0.897 exceeding the threshold value of 0.7 (Roldan and SanchezFranco, 2012). The result shows that all reflective measures of the research model are sufficiently reliable. The item-to-total score was also tested and the scores in the range between 0.15 and 0.5, which is treated as the ideal range for item-to-total correlation.

Convergent Validity

Convergent validity assesses to what extent the survey items of a latent construct strongly correlate. Convergent validity requires that all standardized factor loadings should be more than 0.70, and the AVE value of constructs should be more than 0.50 even if the AVE value is between 0.5 and 0.4; one can accept the construct convergent validity when the composite reliability is higher than the 0.6 value (Fornell & Larcker, 1981). We got all the convergent

validity values of CR greater than 0.7 and AVE greater than 0.5 except service climate, which is 0.46, that value is adequate.

Discriminant Validity

Discriminant validity checks that nor-related variables are actually unrelated. Discriminant validity is attained by analyzing the correlations with the square root of AVE. The correlations between the items were carefully assessed to evaluate convergent and discriminant validity.

In CFA, the cross-loadings describes about discriminant validity. The factor loadings of each component were compared with other component's loadings of the same construct as well as the component loadings of other constructs. When each component loading is higher with other component's loading of the same construct and lower than the component's loading of other constructs, then it indicates appropriate discriminant validity. The entire component's factor loading confirms discriminant validity. Composite reliability developed by Werts, Linn, and Joreskog, (1974), measures internal consistency. Composite reliability value should be greater than 0.7 as recommended by Fornell et al., (1990); Joseph F Hair, Anderson, Tatham, and Black, (1998). All the variable's composite reliability values are greater than 0.7, confirming the internal consistency and reliability of the data/model.

Table 8
Discriminant Validity SQRT AVE and Correlations

	SQ	Service Climate	IRB	ERB	SQ	CusSat	CusLoy
REL-Reliability	0.91						
RES-Responsiveness	0.92						
ASS-Assurance	0.92						
EMP-Empathy	0.91						
SC-Service Climate		0.7					
IRB		.664**	0.78				
ERB		.700**	.735**	0.79			

SQ	.570**	.639**	.623**	0.77		
CusSat	.470**	.579**	.530**	.639**	0.81	
CusLoy	.494**	.604**	.532**	.646**	.802**	0.76

Note: Off-diagonal elements represent bivariate correlation values between the latent-constructs. Diagonal values represent square root of AVE, which are highlighted in bold.

Table 9
Paired Samples Statistics – Cohen's effect size

		Mean	N	Std. Deviation	Cohen's Effect size
PairSC-IRB	SCAVG	3.77728	504	.692637	
	IRBAVG	5.442	504	1.0451	1.878
PairSC-ERB	SCAVG	3.777	504	.692637	
	ERBAVG	5.235	504	1.1250	1.562
PairSC-SQ	SCAVG	3.77728	504	.692637	
	SQAVG	5.44	504	.925	2.038
PairSC-CS	SCAVG	3.77728	504	.692637	
	CSAVG	5.683	504	.971	2.261
PairSC-CL	SCAVG	3.777	504	.693	
	CLMAVG	5.793	504	.8751	2.558
PairIRB-SQ	IRBAVG	5.442	504	1.0451	
	SQAVG	5.44	504	.925	0.001
PairERB-SQ	ERBAVG	5.235	504	1.1250	
	SQAVG	5.44	504	.925	0.2
PairIRB-CS	IRBAVG	5.442	504	1.0451	
	CSAVG	5.685	504	.97	0.239
PairERB-CS	ERBAVG	5.235	504	1.1250	
	CSAVG	5.683	504	.971	0.424
PairIRB-CL	IRBAVG	5.442	504	1.0451	
	CLMAVG	5.793	504	.8751	0.364
PairERB-CL	ERBAVG	5.235	504	1.1250	
	CLMAVG	5.793	504	.8751	0.554

Principle Component Analysis was conducted to know how four service quality dimensions were grouped. These variables were reliability, assurance, responsiveness, and empathy. The total variance explained indicates how the variance varies across variables. In the service quality first-order model, the first four factors accounted for 67.5% variation. In the research model-1 (SC-IRB-ERB-SQ), the first 4 factors demonstrated 59% variation. In the research

model-2 (SC-IRB-ERB-CS), the first 4 factors showed a 65% variation. In the research model-3 (SC-IRB- ERBCL), the first 4 factors exhibited a 64% variation.

Eigenvalues that are greater than one was used and no eigenvalue was less than one value. Hence, there is no need to remove any variable. Based on the theory, the number of variables to be rotated for factor analysis was determined. Rotation plays a key role in the result analysis. Rotation transforms the complexity of factor loadings into a simple structure and helps in easy interpretation. The varimax method of orthogonal rotation was used to rotate the factors. The Varimax rotation ensures that the information described as the one factor is independent of other factors. The factor loadings with less than .3 value were suppressed. The rotated factor matrix reveals that SerCli consists of 8 factors, IRB with 5 factors, ERB with 5 factors, SQ with 4 dimensions, CusSat with 3 factors, and CusLoy with 5 factors.

Table 10

KMO Test – Service Quality (4 DIMENSIONS)

KMO-value		.973
Bartlett's Test	Chi-Square Value	5553.462
	Degrees of freedom	153
	Significance	.000

Table 11

Total Variance Explained - First order model of SQ (4 dimensions)

Variables	Primary Eigenvalues			Extracted SoS Loadings			Rotated SoS Loadings		
	Values	Variance Percent	Accumulated Percentage	Values	Variance Percent	Accumulated Percentage	Values	Variance Percentage	Accumulated Percentage
AFOMSQ1	9.939	55.217	55.217	9.939	55.217	55.217	3.211	17.841	17.841
AFOMSQ2	.847	4.704	59.921	.847	4.704	59.921	3.140	17.445	35.286
AFOMSQ3	.705	3.917	63.838	.705	3.917	63.838	2.932	16.290	51.576
AFOMSQ4	.662	3.676	67.514	.662	3.676	67.514	2.869	15.938	67.514
AFOMSQ5	.588	3.267	70.781						
AFOMSQ6	.562	3.123	73.904						
AFOMSQ7	.538	2.989	76.892						
AFOMSQ8	.478	2.653	79.546						
AFOMSQ9	.466	2.590	82.135						
AFOMSQ10	.440	2.447	84.582						
AFOMSQ11	.399	2.216	86.798						
AFOMSQ12	.388	2.156	88.955						
AFOMSQ13	.361	2.007	90.962						
AFOMSQ14	.349	1.940	92.902						
AFOMSQ15	.346	1.923	94.825						
AFOMSQ16	.334	1.853	96.678						
AFOMSQ17	.312	1.732	98.411						
AFOMSQ18	.286	1.589	100.000						

Table 12

Rotated Component Matrix – Service Quality

	Component			
	A	B	C	D
CREL1	.698			
CREL2	.557			
CREL3	.479			
CREL4	.607			
CREL5	.674			
CRES1		.704		
CRES2		.723		
CRES3		.418		
CRES4		.630		
CAS1				.762
CAS2				.699
CAS3				.628
CAS4				.587
CEMP1			.503	
CEMP2			.642	
CEMP3			.604	
CEMP4			.763	
CEMP5			.616	

Table 13

KMO of Research Model I

KMO-value		.971
	Chi-Square value	11322.407
Bartlett's Test	Degrees of freedom	630
	Significance	.000

Table 14

Total Variance Explained of Research Model I

Variables	Primary Eigenvalues			Extracted SoS Loadings			Rotated SoS Loadings		
	Values	Variance Percent	Accumulated Percentage	Values	Variance Percent	Accumulated Percentage	Values	Variance Percentage	Accumulated Percentage
MODEL11	15.956	44.322	44.322	15.956	44.322	44.322	9.676	26.877	26.877
MODEL12	3.102	8.616	52.938	3.102	8.616	52.938	5.080	14.111	40.988
MODEL13	1.310	3.639	56.577	1.310	3.639	56.577	3.681	10.226	51.214
MODEL14	.970	2.696	59.273	.970	2.696	59.273	2.901	8.059	59.273
MODEL15	.883	2.454	61.726						
MODEL16	.749	2.082	63.808						
MODEL17	.741	2.058	65.865						
MODEL18	.728	2.023	67.888						
MODEL19	.692	1.923	69.811						
MODEL110	.661	1.835	71.646						
MODEL111	.641	1.782	73.428						
MODEL112	.579	1.610	75.037						
MODEL113	.568	1.577	76.614						
MODEL114	.550	1.529	78.143						
MODEL115	.520	1.444	79.587						
MODEL116	.499	1.385	80.972						
MODEL117	.479	1.331	82.303						
MODEL118	.467	1.298	83.601						
MODEL119	.444	1.235	84.836						
MODEL120	.431	1.198	86.034						
MODEL121	.419	1.164	87.198						
MODEL122	.392	1.090	88.288						
MODEL123	.380	1.056	89.343						

MODEL124	.357	.992	90.336
MODEL125	.348	.966	91.302
MODEL126	.340	.944	92.246
MODEL127	.329	.915	93.161
MODEL128	.312	.868	94.029
MODEL129	.308	.856	94.885
MODEL130	.299	.831	95.716
MODEL131	.291	.809	96.525
MODEL132	.279	.775	97.300
MODEL133	.265	.736	98.036
MODEL134	.251	.696	98.733
MODEL135	.244	.678	99.410
MODEL136	.212	.590	100.000

Table 15

*Rotation of Component Matrix of Research**Model I*

	Component			
	A	B	C	D
EMPSC1		.670		
EMPSC2		.698		
EMPSC3		.596		
EMPSC4		.668		
EMPSC5		.606		
EMPSC6		.596		
EMPSC7		.638		
EMPSC8		.731		
EIRB1			.728	
EIRB2			.673	
EIRB3			.664	
EIRB4			.685	
EIRB5			.677	
EERB1			.427	.581
EERB2				.620
EERB3				.579
EERB4				.654
EERB5				.645
CREL1	.675			
CREL2	.744			
CREL3	.720			
CREL4	.726			
CREL5	.693			
CRESP1	.669			
CRESP2	.647			
CRESP3	.659			
CRESP4	.688			
CAS1	.643			
CAS2	.668			
CAS3	.689			
CAS4	.657			
CEMP1	.752			
CEMP2	.664			
CEMP3	.722			
CEMP4	.663			
CEMP5	.680			

Table 16
KMO of Research Model II

KMO-value		.958
Bartlett's Test	Chi-Square value	6018.773
	Degrees of freedom	210
	Significance	.000

Table 17
Total Variance Explained of Research Model II

Variables	Primary Eigenvalues			Extracted SoS Loadings			Rotated SoS Loadings		
	Values	Variance Percent	Accumulated Percentage	Values	Variance Percent	Accumulated Percentage	Values	Variance Percentage	Accumulated Percentage
MODELI1	9.946	47.362	47.362	9.946	47.362	47.362	4.344	20.687	20.687
MODELI2	1.601	7.622	54.984	1.601	7.622	54.984	3.514	16.732	37.419
MODELI3	1.155	5.498	60.482	1.155	5.498	60.482	3.226	15.360	52.779
MODELI4	.924	4.398	64.880	.924	4.398	64.880	2.541	12.101	64.880
MODELI5	.689	3.279	68.159						
MODELI6	.667	3.177	71.337						
MODELI7	.605	2.880	74.217						
MODELI8	.540	2.572	76.788						
MODELI9	.519	2.470	79.258						
MODELI10	.482	2.296	81.554						
MODELI11	.462	2.202	83.756						
MODELI12	.441	2.098	85.854						
MODELI13	.418	1.991	87.845						
MODELI14	.405	1.928	89.774						
MODELI15	.381	1.815	91.589						
MODELI16	.346	1.650	93.239						
MODELI17	.328	1.564	94.803						
MODELI18	.291	1.384	96.187						
MODELI19	.274	1.302	97.489						
MODELI20	.272	1.297	98.787						
MODELI21	.255	1.213	100.000						

Table 18
Rotated Component Matrix of Research Model II

	Component			
	A	B	C	D
EMPSC1	.668			
EMPSC2	.687			
EMPSC3	.625			
EMPSC4	.660			
EMPSC5	.589			
EMPSC6	.587			
EMPSC7	.642			
EMPSC8	.726			
EIRB1		.764		
EIRB2		.681		
EIRB3		.682		
EIRB4		.701		
EIRB5		.708		
EERB1		.420	.645	
EERB2			.679	
EERB3			.653	
EERB4			.737	
EERB5			.729	
CCS1				.818
CCS2				.797
CCS3				.808

Table 19
KMO of Research Model III

K.M.O-value		.960
	Chi-Square value	6609.812
Bartlett's Test	Degrees of freedom	253
	Significance	.000

Table 20
Total Variance Explained of Research Model III

Variables	Primary Eigenvalues			Extracted SoS Loadings			Rotated SoS Loadings		
	Values	Variance Percent	Accumulated Percentage	Values	Variance Percent	Accumulated Percentage	Values	Variance Percentage	Accumulated Percentage
MODELIII1	10.534	45.801	45.801	10.534	45.801	45.801	4.416	19.199	19.199
MODELIII2	1.977	8.595	54.396	1.977	8.595	54.396	3.654	15.888	35.087
MODELIII3	1.241	5.397	59.793	1.241	5.397	59.793	3.379	14.690	49.777
MODELIII4	.915	3.980	63.772	.915	3.980	63.772	3.219	13.996	63.772
MODELIII5	.684	2.972	66.744						
MODELIII6	.672	2.920	69.665						
MODELIII7	.626	2.721	72.385						
MODELIII8	.571	2.482	74.867						
MODELIII9	.540	2.347	77.214						
MODELIII10	.517	2.250	79.464						
MODELIII11	.476	2.071	81.535						
MODELIII12	.472	2.051	83.586						
MODELIII13	.453	1.970	85.556						
MODELIII14	.417	1.815	87.371						
MODELIII15	.402	1.749	89.120						
MODELIII16	.386	1.678	90.798						
MODELIII17	.383	1.667	92.464						
MODELIII18	.321	1.395	93.859						
MODELIII19	.312	1.355	95.214						
MODELIII20	.292	1.269	96.483						
MODELIII21	.278	1.211	97.694						
MODELIII22	.268	1.164	98.857						
MODELIII23	.263	1.143	100.000						

Table 21
Rotated Component Matrix of Research Model III

	Component			
	A	B	C	D
EMPSC1	.670			
EMPSC2	.682			
EMPSC3	.615			
EMPSC4	.656			
EMPSC5	.596			
EMPSC6	.597			
EMPSC7	.645			
EMPSC8	.725			
EIRB1			.747	
EIRB2			.679	
EIRB3			.651	
EIRB4			.695	
EIRB5			.690	
EERB1				.639
EERB2				.679
EERB3				.652
EERB4				.740
EERB5				.726
CCLM1		.705		
CCLM2		.773		
CCLM3		.791		
CCLM4		.726		
CCLM5		.796		

Assessment of Structural model

The study examined both the measurement model and the structural model. To test the models, the study employed covariance-based structural equation modeling using SPSS AMOS software. Several latent constructs were included to describe the predictor variables of the main outcome (customer experience). The multivariate normal distributions were met. All the constructs were represented as reflective models. Structural assessments of six mediation models were checked. The chi-square values, GFI, AGFI, CFI, RMSEA, and SRMR values were considered to check data fit with the structural model. The following model fit criteria were used to test the measurement and mediation models.

Table 22

Model fit criteria, acceptable thresholds, and Interpretation

Model fit indexes	Acceptable Threshold	Interpretation
χ^2/df	≤ 3.0 to 0	“Compares chi-square to degrees of freedom and significance is greater than .01”
GFI, AGFI	0.9 to 1 (perfect fit)	Values of $\geq .95$ indicate a very good fit
SRMR	Closest to 0 (perfect fit)	Compares default to saturated model
RMSEA	≤ 0.08	Values less than .05 indicate a very good fit

Table 23

Measurement model Test criteria

Evaluation purpose	Test criterion	Rule of thumb	Description
Item Liability	Item loadings of Construct	“Item Loadings of 0.70 or higher are recommended widely, for exploratory models or new measurement scales, a threshold value of 0.60 can be used (Richard P Bagozzi & Yi, 1988; Nunnally, 1978)”	“The item loadings on their target constructs represent the strength of substantive association between items and their constructs”
Convergent validity	Average Variance Extracted (AVE) or Communality Index of a Construct	“Value of Communality Index or AVE should be more than 0.50, but 0.4 is also acceptable, because if AVE is less than 0.5, but composite reliability is higher than 0.6, the convergent validity of the construct is still adequate (Fornell & Larcker, 1981).”	“Communality Index or AVE represents a measure of the proportion of variance captured by a construct from its indicators AVE of .50 or higher implies that a latent construct can account for at least 50 percent of the variance in the items”
Composite reliability	Composite reliability value should exceed 0.70 (Fornell & Larcker, 1981)	“Composite reliability is a measure of internal consistency reliability of a construct as compared with other constructs in the model”	
Cronbach's alpha	Value of Cronbach's alpha should be greater than 0.70 (Chin, 1998; Cronbach, 1951; Gefen & Straub, 2005)	“Cronbach's alpha also measures the internal consistency reliability of a construct but only on the basis of a single construct, i.e., it is not a relative index like composite reliability”	
Discriminant validity	Construct's correlations and SQRT of AVE	“The square root of AVE should exceed the inter correlations of a construct with other constructs in the model (Chin, 1998; Fornell and Larcker, 1981; Gefen and Straub, 2005)”	“A construct should have discernible as a valid individual component within the overall model”
Item cross loading	Item Correlations with Target Construct	“Indicators that are meant to measure their target construct should be more strongly associated with them as compared to other constructs in the model”	

Table 24
Structural model test criteria

Evaluation purpose	Test criterion	Rule of thumb	Description
Nomological Validity	“Model Fit/ Predictability Variance Explained (R) for all constructs in the model”	“No specific heuristics available Value needs to be interpreted in comparison with other similar studies or norms in the discipline (David Gefen & Straub, 2005)”	“R ² value for an endogenous variable represents the proportion of its variance that can be explained by the predictors in the model”
	“Path Validity Coefficients Significance (p values) and Magnitude (β) of all inner model path”	“Inner model paths should be significant at $p < .05$ level to provide support for propositions in the theoretical model.” “The paths can also be interpreted relative to one another using the magnitude of relationship as represented by low or high coefficient values (β)”	“A significant path represents that an association between two latent variables was not a chance happening.” “Paths with higher coefficients represent stronger associations between variables”
	“Predictability Effect Size Effect Size (f^2) for criterion variables based on the exclusion of a predictor variable from the model”	“Predictor variables should ideally have a large or medium effect. The following scheme can be used to determine effect sizes Small Effect .02, Medium Effect .15, Large Effect .35 (Chin, 1998)”	“ f^2 value between a predictor and a criterion variable represents the effect of the predictor on the criterion variable Higher values imply that greater importance”

Measurement model fit indexes

The confirmatory factor analysis results exhibit (Table and Figure) that the measurement model fits the data well ($\chi^2 = 1367$, $p < .001$, $df = 883$, $\chi^2/df = 1.548$, $GFI = .90$, $AGFI = .88$, $TLI = .962$, $CFI = .965$, $RFI = .90$, $IFI = .965$ and $RMSEA = .033$). According to L.t. Hu and Bentler (1999) and Hair, Black, Babin, Anderson, and Tatham (2006), CFA results suggested a good model fit.

RESEARCH MODEL I

Confirmatory factor analysis was used (SEM implemented in AMOS) to measure the validity of constructs: service climate, In-role, ERB, and four dimensions of SQ- Reliability, Responsiveness, Assurance, and Empathy. Tangibility variables are not related to the service behavior of the employees, that is why they are excluded from the SQ dimensions. The parameters are obtained from AMOS, the Maximum Likelihood Method (The factor loadings).

The results support all four hypotheses. For mediation, we have followed all the four steps of Barron and Kenny. SerClim is positively and significantly related to each of the service behavior dimensions, i.e. In-Role and Customer Oriented OCB. SQ modeled as a second-order construct. The following paragraphs provide details concerning SEM using AMOS.

IRB Model fit

The (measurement) model fits well with the data. The chi-square value was 727, the chi-square/degrees of freedom was $711/427 = 1.665$, GFI was 0.918, and AGFI was 0.905, the CFI was 0.968, SRMR was 0.032, and RMSEA was 0.036.

Extra Role Behavior Model fit

The chi-square value was 706, the chi-square/degrees of freedom was $706/427 = 1.65$, GFI was 0.92 and AGFI was 0.904, the CFI was 0.969, SRMR was 0.031, and RMSEA was 0.036.

Structural Model -Hypothesis wise result analysis

The results show that hypothesis 1A “SerClim is positively associated with employee IRB ($B=.85$, $p<0.001$) is statistically significant. SerClim demonstrates an approximately 72% variance of IRB. Hence hypothesis 1A is supported. A significantly positive association was noticed between the SerClim and ERB ($b = .85$; $p < .001$). The squared multiple correlation r^2 value, 72% confirms the hypothesis 1B. Figure 10 indicates that SerClim observed by the frontline employee was positively associated with SQ felt by customers ($b = .69$; $p < .001$). SerClim describes an approximately 48% variance of SQ. Hence hypothesis 1C is corroborated.

The result of hypothesis 2 "Employee IRB is positively associated with SQ ($B=.56$, $p<0.001$) is statistically significant. IRB expresses an approximately 62% variance of SQ. Hence hypothesis 2 is supported.

The results show (hypothesis 3) Employee ERB is positively associated with SQ ($B=.51$, $p<0.001$) is statistically significant. ERB expresses an approximately 55% variance of SQ. Therefore, hypothesis 3 is supported.

Hypothesis H4 states that the service employee IRB mediates between SerClim and SQ. SPSS AMOS results displayed that the effect of service employee ERB on SQ was significant at 5,000 bootstrap samples for 95% confidence intervals. The structural model fits very well with the data as the chi-square value of the model was 826, the chi-square/degrees of freedom was $811/457 = 1.774$, the GFI was 0.91, and the AGFI was 0.897, the CFI was 0.961, SRMR was 0.0961 and RMSEA was 0.039.

Figure 11 indicates the mediation of IRB between SerClim and SQ. The direct effect between SerClim and SQ was 0.69. But after mediation the direct effect was 0.26 and indirect effect was $0.85 \times 0.56 = 0.47$. The squared multiple correlation values of IRB and SQ are 0.72 are

0.62 respectively. The results indicate that service employee IRB fully mediates the relationship between SerClim and SQ. Hence hypothesis 4 is supported.

Hypothesis H5 states that the service employee ERB mediates between SerClim and SQ. SPSS AMOS results displayed that the effect of service employee ERB on SQ was significant at 5,000 bootstrap samples for 95% confidence intervals. The structural model fits very well with the data. The chi-square value of the model was 786, the chi-square/degrees of freedom was $786/457 = 1.721$, the GFI was 0.912, and the AGFI was 0.90, the CFI was 0.964, SRMR was 0.062 and RMSEA was 0.038.

Figure 12 shows the mediation of ERB between SerClim and SQ. The direct effect of SerClim and SQ was 0.69. But after mediation the direct effect was 0.25 and indirect effect was $0.85 \times 0.51 = 0.43$. The squared multiple correlation values of ERB and SQ are 0.72 and 0.55. The results indicate that service employee ERB fully mediates between SerClim and SQ. Hence hypothesis 5 is supported.

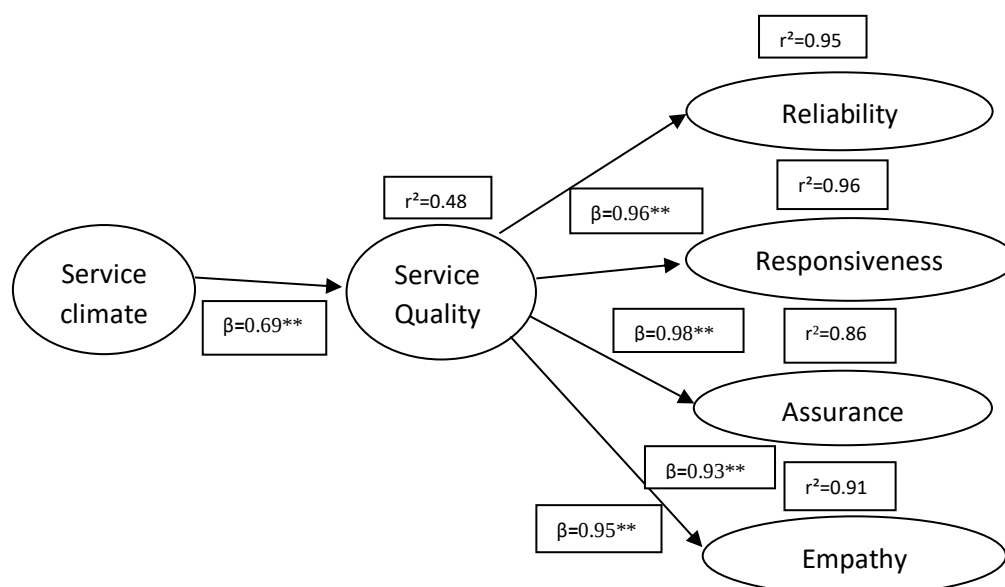


Figure 10. Service Climate – Service Quality direct relationship model

Mediation of IRB between the relationship of SerClim and SQ

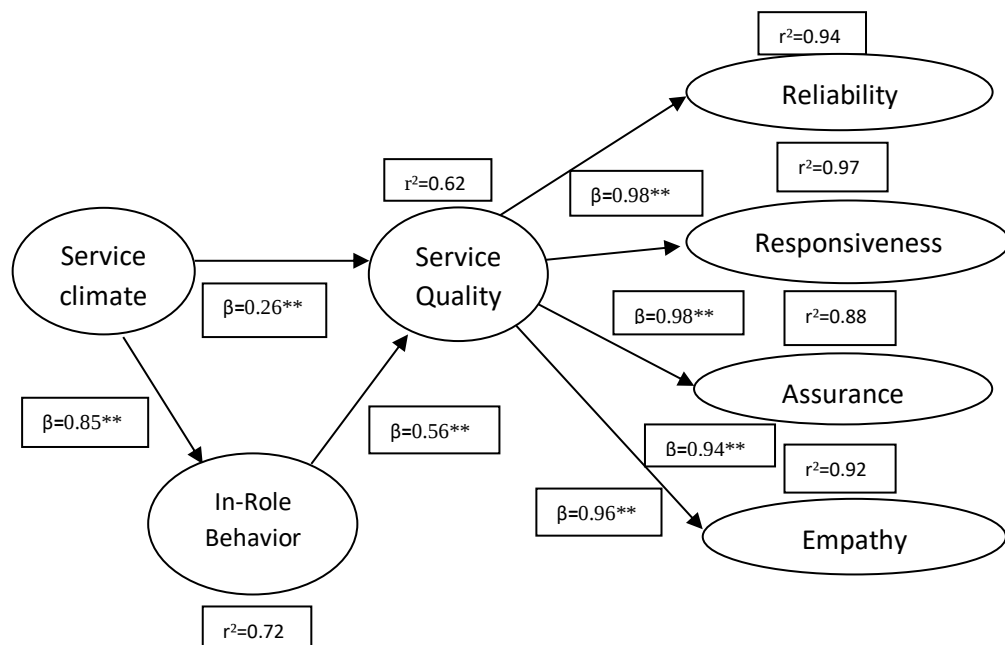


Figure 11. Mediation of In-Role Behavior between Service climate and Service Quality.

The direct effect between SerClim and SQ was 0.69. But after mediation, the direct effect between SerClim and SQ was 0.26 and the indirect effect was $0.85 \times 0.56 = 0.47$.

Mediation of ERB between the relationship of SC and SQ

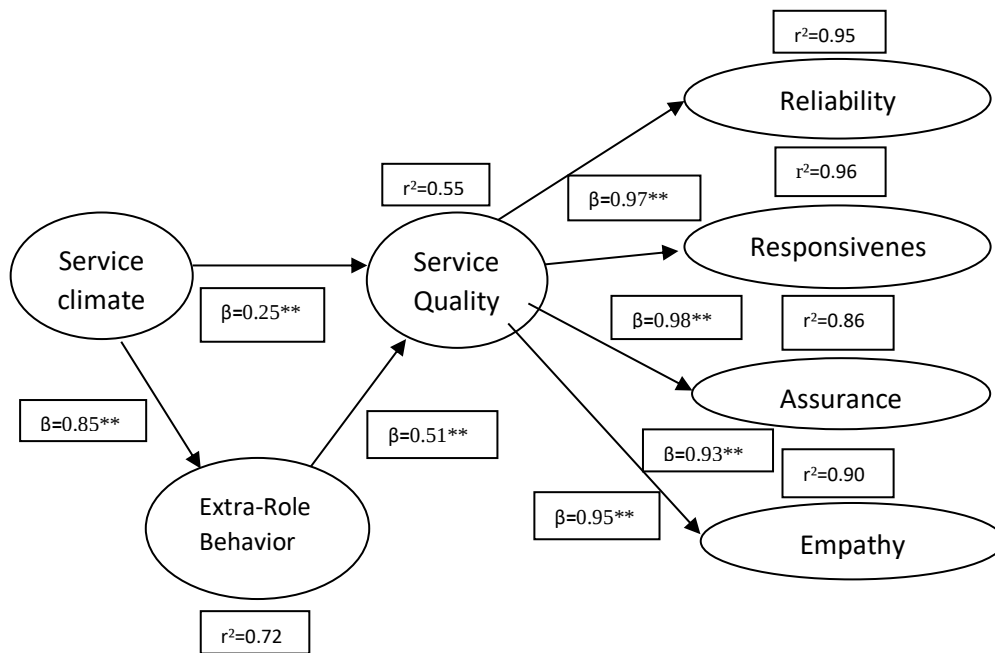


Figure 12. Mediation of Extra-Role Behavior between Service climate and Service Quality

The direct effect between SerClim and SQ was 0.69. But after mediation, the direct effect between SerClim and SQ was 0.25 and the indirect effect was $0.85 \times 0.51 = 0.43$.

Common Method Bias

We have performed Common Method Bias Harman's Single Factor Test. The result of Harman Single factor test of Common Method Bias is 41%. Common method bias is below the threshold of 50%. The result, 41%, reflect that there is no bias in our study.

RESEARACH MODEL 2

Structural Model -Hypothesis wise result analysis

The results show that hypothesis 6A “SerClim is positively associated with employee IRB” ($B=.75$, $p<0.01$) is statistically significant. SerClim demonstrates an approximately 57% variance of IRB. Hence hypothesis 6A is supported. A significantly positive association was noticed between the SerClim and ERB ($b = .82$; $p < .01$). The squared multiple correlation R^2 value, 67% confirms the hypothesis 6B. SerClim observed by the frontline employee was positively associated with Csat felt by customers ($b = .55$; $p < .05$). SerClim describes an approximately 30% variance of Csat. Hence hypothesis 6C is corroborated.

The result of hypothesis 7 "Employee IRB is positively associated with Csat" ($B=.58$, $p<0.01$), is statistically significant. IRB expresses an approximately 45% variance of Csat. Hence hypothesis 7 is supported.

The results show that hypothesis 8 “Employee ERB is positively associated with Csat” ($B=.47$, $p<0.01$) is statistically significant. ERB expresses an approximately 38% variance of Csat. Therefore, hypothesis 8 is supported.

Hypothesis H9 states that the service employee IRB mediates between SerClim and Csat. SPSS AMOS results displayed that the effect of service employee ERB on Csat was significant at 5,000 bootstrap samples for 95% confidence intervals. The structural model fits very well with the data as the chi-square value of the model was 157, the chi-square/degrees of freedom was $163/114 = 1.43$, the GFI was 0.964, and the AGFI was 0.951, the CFI was 0.987, SRMR was 0.029 and RMSEA was 0.0254.

Figure 14 indicates the mediation of IRB between SerClim and Csat. The direct effect between SerClim and Csat was 0.55. But after mediation the direct effect was 0.112 and indirect effect

was $0.75 \times 0.58 = 0.43$. The squared multiple correlation values of IRB and Csat are 0.57 and 0.45 respectively. The results indicate that service employee IRB fully mediates the relationship between SerClim and Csat. Hence hypothesis 9 is supported.

Hypothesis H10 states that the service employee ERB mediates between SerClim and Csat. SPSS AMOS results displayed that the effect of service employee ERB on Csat was significant at 5,000 bootstrap samples for 95% confidence intervals. The structural model fits very well with the data. The chi-square value of the model was 159, the chi-square/degrees of freedom was $161/114 = 1.416$, the GFI was 0.963, and the AGFI was 0.951, the CFI was 0.988, SRMR was 0.0249 and RMSEA was 0.029.

Figure 15 shows the mediation of ERB between SerClim and Csat. The direct effect of SerClim and Csat was 0.55. But after mediation the direct effect was 0.16 and indirect effect was $0.817 \times 0.478 = 0.39$. The squared multiple correlation values of ERB and Csat are 0.67 and 0.38. The results indicate that service employee ERB fully mediates between SerClim and Csat. Hence hypothesis 10 is supported.

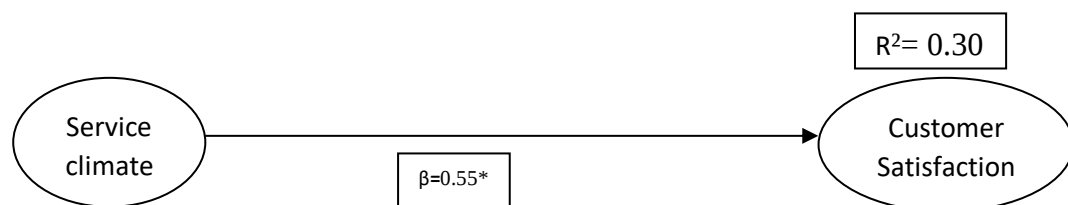


Figure 13. Service Climate – Customer Satisfaction direct relationship

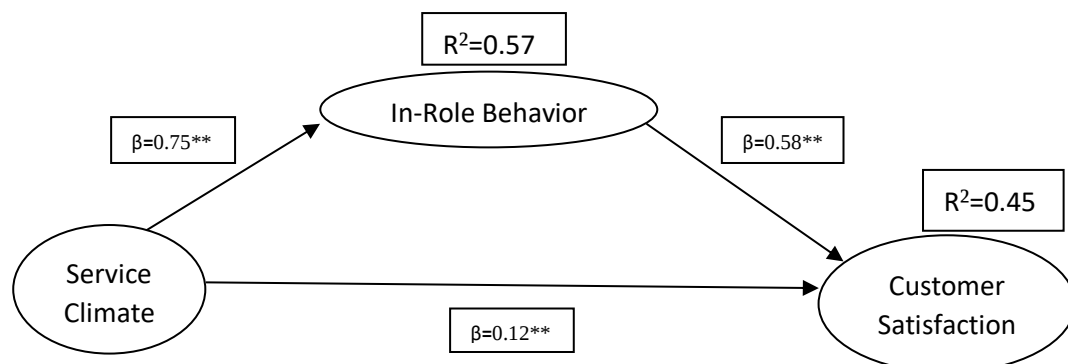


Figure 14. Mediation of In-Role Behavior between Service Climate and Customer Satisfaction

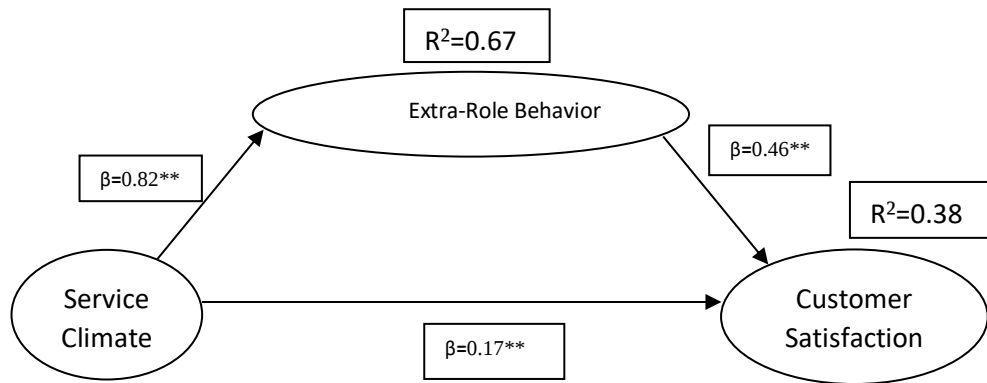


Figure 15. Mediation of Extra-Role Behavior between Service Climate and Customer Satisfaction

Descriptive statistics and correlations of the various constructs are presented in Table 7 and 8. The mean of the constructs ranges from 3.77 to 5.68; the standard deviation value ranges from .68 to 1.13 and the correlation value range from 0.467 to 0.70.

RESEARCH MODEL 3 Results

4.1. Measurement Model

The researcher conducted a measurement model's confirmatory factor analysis before testing hypothesized relationships. The measurement model results show that the data fit very well with the measurement model. The chi-square c min value of the model =1.59, $p<0.001$, the GFI was 0.943, and the AGFI was 0.929, the CFI was 0.98, standardized SRMR was 0.0302 and RMSEA was 0.034.

4.2. Structural Model -Hypothesis wise result analysis

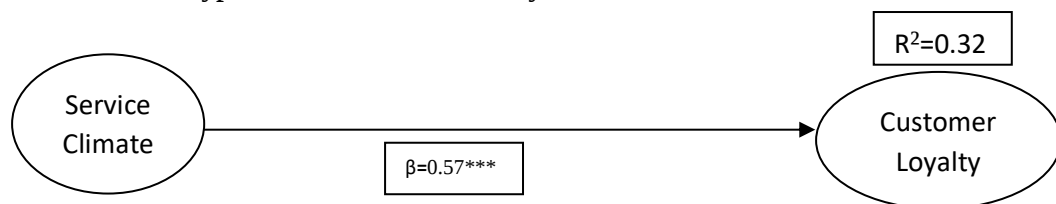


Figure 16. Service Climate – Customer Loyalty direct relationship

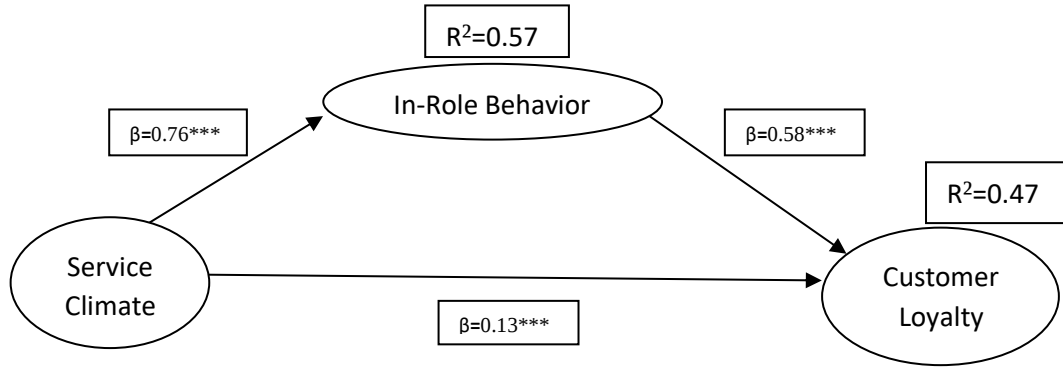


Figure 17. Mediation of In-Role Behavior between Service Climate and Customer Loyalty

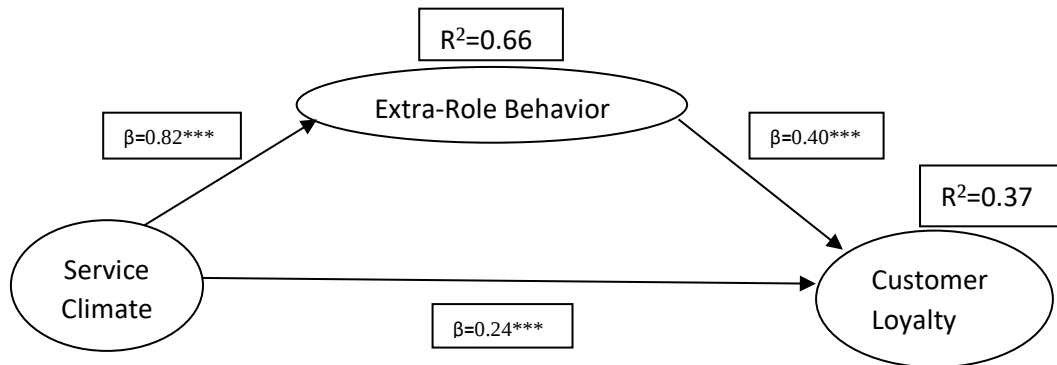


Figure 18. Mediation of Extra-Role Behavior between Service Climate and Customer Loyalty

The results show that hypothesis 11A “SerClim is positively associated with employee IRB” ($B=.76$, $p<0.001$) is statistically significant. Approximately 57% variance of IRB is demonstrated by SerClim. Hence hypothesis 11A is supported. A significantly positive association was noticed between the SerClim and ERB ($b = .82$; $p < .001$). The squared multiple correlation R^2 values 66% confirms the hypothesis 11B. SerClim observed by the frontline employee was positively associated with CusLoy felt by customers ($b = .57$; $p < .001$). Approximately 32% variance of CusLoy is described by SerClim. Hence hypothesis 11C is corroborated.

Hypothesis 12 “Employee IRB is positively associated with CusLoy” ($B=.58$, $p<0.001$) is statistically significant. An approximately 47% variance of CusLoy is expressed by IRB. Hence hypothesis 12 is supported.

The results show that hypothesis 13 “Employee ERB is positively associated with CusLoy” ($B=.40$, $p<0.001$) is statistically significant. An approximately 37% variance of CusLoy is expressed by ERB. Therefore, hypothesis 13 is supported.

Hypothesis H14 states that the service employee IRB mediates between SerClim and CusLoy. SPSS AMOS results displayed that the effect of service employee ERB on CusLoy was significant at 5,000 bootstrap samples for 99% confidence intervals. The structural model fits very well with the data as the chi-square value of the model was 239, the chi-square/degrees of freedom was $239/147 = 1.624$, the GFI was 0.953, and the AGFI was 0.94, the CFI was 0.98, SRMR was 0.03 and RMSEA was 0.035.

Figure 17 indicates the mediation of IRB between SerClim and CusLoy. The direct effect between SerClim and CusLoy was 0.57. But after mediation the direct effect was 0.13 and indirect effect was $0.76 \times 0.58 = 0.44$. The squared multiple correlation value of IRB is 0.57 and CusLoy is 0.47. The results indicate that service employee IRB fully mediates the relationship between SerClim and CusLoy. Hence hypothesis 14 is supported.

Hypothesis H15 states that the service employee ERB mediates between SerClim and CusLoy. SPSS AMOS results displayed that the effect of service employee ERB on CusLoy was significant at 5,000 bootstrap samples for 99% confidence intervals. The structural model fits very well with the data. The chi-square value of the model was 216, the chi-square/degrees of freedom was $216/147 = 1.468$, the GFI was 0.957, and the AGFI was 0.944, the CFI was 0.985, SRMR was 0.0292 and RMSEA was 0.03.

Figure 18 shows the mediation of ERB between SerClim and CusLoy. The direct effect of SerClim and CusLoy was 0.57. But after mediation the direct effect was 0.24 and indirect effect was $0.82 \times 0.40 = 0.33$. The squared multiple correlation values of ERB is 0.66 and CusLoy is 0.37. The results indicate that service employee ERB fully mediates between SerClim and CusLoy. Hence hypothesis 15 is supported.

Control Variables

Employee age and gender are control variables. The results demonstrated that employee age and gender do not have a significant influence on the dependent variable in all the mediation models. In other words, control variables do not confound the relationship between the variables.

Chapter V

DISCUSSION

This chapter is mainly associated with the review of research results to address research questions that have been formulated based on previous literature. Moreover, the present chapter underscores the significant theoretical and practical contributions of the present work. After that, the study limitations and scope for further research were addressed. In the end, the conclusion section deals with the consequences of ideas, insights, and outcomes of the research. Investigating the crucial IRB and ERBs mediation between service climate, SQ, CusSat, and CusLoy is the focus of the present study.

Testing the mediation effect of service behavior in the relationship between SerClim and CusSat is significant to comprehend but quite complicated to comprehend. Surveys are a popular method to collect fast, effective, and efficient data (Zikmund et al. 2012). Considering these aspects, surveys are the best methodological approach to gather the required data. Six latent constructs were used in the study. The latent constructs are not directly measurable but can be evaluated using a set of statements. To measure the latent constructs of the proposed study, popular and well-accepted scales developed by reputed researchers were adopted. The reliability analysis was carried out in order to test the internal relations of the items with their own constructs and with other constructs. For this, items to the total were calculated and they are in the ideal range of 0.15 to 0.5.

The PCA was carried out to detect and assure construct dimensions. The study employed SPSS to perform principal component analysis. The PCA extracted reliability, responsiveness, assurance, and empathy dimensions of SQ. The factor loadings are greater than 0.7 and all items' eigenvalues were above 1.0. Internal consistency of SQ construct achieved by Cronbach values of 0.683, 0.646, 0.634, and 0.722 for reliability, responsiveness, assurance, and empathy dimensions. The values are above the acceptable threshold values of 0.6. Apart from these,

other dimensions such as SerClim, IRB, ERB, CusSat, and CusLoy, Cronbach values were calculated. All of them are above 0.7, which ensures the reliability and internal consistency of the constructs. The correlation values of the constructs are significant and they were not greater than 0.9, and there is no evidence that there is one single dominant factor in the constructs as a result of principal component analysis un-rotated factor solution. The higher values of composite reliability indicate greater internal consistency of latent constructs. The composite reliability values should be greater than 0.7. The present study obtained composite reliability values of SerClim was 0.872, IRB was .89, ERB .897, SQ dimensions of reliability was .86, responsiveness was 0.835, assurance was 0.84, empathy was 0.87, CusSat construct was 0.845, and CusLoy was 0.887.

Convergent and discriminant validity issues were also addressed based on empirical analysis of data. Convergent validity assesses how strongly the survey items correlate or converge with its construct. For this purpose, we can use standardized factor loadings. To obtain convergent validity, standardized factor loadings should be greater than 0.7, but 0.6 is also acceptable (Chin, Gopal and Salisbury, 1997 and Hair et al., 2006). In the proposed study, some of the standardized factor loading just below 0.7, but they are statistically significant. The standardized factor loadings of SerClim ranged from 0.66 to .72, IRB ranged from 0.755 to 0.812, ERB ranged from 0.767 to 0.838, SQ dimensions of reliability ranged from 0.711 to 0.763, responsiveness ranged from 0.72 to 0.78, assurance ranged from 0.69 to 0.79, empathy ranged from 0.73 to 0.803, CusSat construct ranged from 0.77 to 0.83 and CusLoy construct ranged from 0.74 to 0.82.

Discriminant validity implies that two variables, which are not expected to be related, are actually unrelated. The discriminant validity results indicated that the reflective items/variables strongly associate with its own construct rather than other constructs in the research model. The discriminant validity can be obtained by the comparison of the square root of AVE with

bivariate correlations. The square root of AVE values should be higher than the bivariate correlations of the constructs.

Average Variance Extracted (AVE) should be higher than 0.5, but we can accept 0.4 (Fornell & Larcker, 1981). The AVE value of SerClim was 0.46, IRB was 0.614, ERB was 0.635, SQ dimensions of reliability was 0.544, responsiveness was 0.56, assurance was 0.57, empathy was 0.61, CusSat construct was 0.61 and CusLoy construct was 0.645.

In the study, initially first order measurement model of SQ dimensions was assessed and confirmed that there is sufficient reliability and validity. Then first order structural model of SQ construct was assessed. The model was tested at the probability < 0.001 , the CMIN value was (chi square/df 254/131) 1.941, GFI = 0.944, AGFI = 0.93, CFI = 0.977, RMSEA = 0.043, SRMR = 0.0269. R square values EMP = 0.892, ASS = 0.964, RES = 0.953 AND REL = 0.876, Path coefficients exhibit significant relationship between SQ to reliability ($\beta = 0.94$, $p < 0.001$) and SQ to responsiveness ($\beta = 0.98$, $p < 0.001$). Similarly, the path coefficients between SQ to assurance ($\beta = 0.98$, $p < 0.001$) and SQ to empathy ($\beta = 0.94$, $p < 0.001$) were also significant.

In addition to this, the second-order measurement model and structural models were analyzed. Satisfactory Cronbach alpha values are obtained by all the latent constructs which were greater than 0.7 (Roldan and Sanchez - Franco, 2012). The Cronbach alpha value of SerClim was 0.87, IRB was .89, ERB .897, SQ dimensions of reliability was .86, responsiveness was 0.835, assurance was 0.84, empathy was 0.87, CusSat construct was 0.842, and CusLoy was 0.887. The research demonstrates all the higher-order measures were sufficiently reliable. The study tested second-order structural model mediation analysis to know the relationships among the service climate, IRB, ERB, SQ constructs. Then structural models of SQ, IRB, ERB, and CusSat and CusLoy were investigated. After those structural models of SQ, IRB, ERB, and CusLoy were investigated.

The study enormously emphasized customer experience (SQ, CusSat, and CusLoy) and how it was influenced by SerClim and frontline employee behavior. Furthermore, it tested the mediation effect of service behavior between SerClim and customer experience. Based on the theory of reasoned action, social exchange theory, and expectancy-disconfirmation theory and past literature the hypotheses were offered and investigated.

Research Model - 1

Front-line employees usually act as the service enterprise's eyes and ears, because they are close to the customers. Frontline employees are the business organization's face and voice for their customers (Ashforth et al., 2008; Gracia et al., 2010). Through engaging with current and potential customers, Frontline staff serves as brand ambassadors. Their proactive role determines the success of the service organization. Therefore, the present study concentrates on front-line employees' perception of SerClim and service behavior and how they affect the customer perception of SQ. Our findings indicate that when frontline employees perceive their SerClim as positive, then that resulted in positive customer's perception of SQ. The previous research supports our findings (Gracia, Cifre and Grau, 2010; Little & Dean, 2006; Sadeghi et al., 2016). The behavior of the employees depends on their perception of their SerClim or environment. Employees behave well when their services or contributions are recognized, appreciated, and honored by the managers. When frontline employees' perception of SerClim is positive, then the behavior is also positive towards customers. In accordance with past studies (Liao and Chuang, 2004; Schneider et al., 2005), SerClim and in-role and ERB were found to be strongly interrelated. Boundary level employees' SerClim perceptions and their behavior are positively related to SQ perceptions of customers. The previous research supports our findings (Esther Gracia et al., 2010).

Previous studies focused on the relationship among SerClim, service behavior, and SQ, but not on the mediating effect of service behavior between SerClim and SQ. The present research is

aimed at evaluating the mediation effect of Service behavior (IRB and ERB) between SerClim and SQ. Research findings suggest that employees should perform their duties perfectly. Then they should try to help other employees and customers. Even though some of the tasks do not specify in their duties, but still generally they should provide or extend helping hand towards co-workers and customers. This behavior will enhance SQ to a great extent. If employee is very helpful to other employees and customers, then customer perception about the service will become positive.

We found that, in restaurants, frontline employees are very busy performing multitasks, and they serve multiple customers at a time. If they perform their duties perfectly and their behavior is good, then the SQ will increase. If other employees help them voluntarily, then frontline employees are relieved from some burden, and they can comfortably help and perform more services to customers, thereby SQ improves.

To improve SQ and satisfy the customers, managers should minimize internal and external variability. Internal variability indicates inconsistencies in employee services, and external variability refers to expected variability and unexpected events. By adopting robust people and processes, we can overcome the problems of internal and external variability.

Even though the service organization has good infrastructure and reasonably priced but the behavior of the frontline employees is not positive then customers will not be satisfied. The customer wants uninterrupted/robust service in terms of people and processes. The process should be fast and flawless, and the people should be courteous, empathetic, and ready to go the extra mile to help the customer and satisfy them. The ability to deliver the services above the expectations is considered as a crucial factor for success. Therefore, service managers should develop a robust service that ensures able and motivated employees who are placed in the right service climate. The present study explores the mediation effect of service behavior

between SerClim and SQ. Results indicate that service behavior fully mediates between SerClim-SQ.

Theoretical Implications

The previous studies have not focused on the mediating role of service behavior in the relationship between service climate and service quality. The present study focused on that research gap. The current research widens the knowledge base related to service climate, service behavior, and service quality. The mediating effect of service behavior in the relationship between service climate and service quality can be well understood by integrating social exchange theory, service climate, role theory, and expectation-disconfirmation theories. The present study integrated social exchange theory, service climate, role theory, and expectation-disconfirmation theories and bridges the research gap by testing the mediating effect of service behavior in the relationship between service climate and service quality.

Managerial Implications

A strong service climate, a great work environment, and positive interpersonal relationships are essential to the service enterprise prosperity. Management should make employees realize the importance of high-quality service. Employees' functional behavior will lead to high SQ, satisfaction, and loyalty. Managers should motivate employee functional behavior so that they can offer excellent/superior SQ. Motivate frontline employee functional behavior with monetary and nonmonetary benefits and dysfunctional behavior with punishments. Managers should take strict action against the non-compliant behavior of the employees. Managers should provide training, education, and coaching for improving the abilities and capabilities of the employees. Coordination and cooperation among different employees are essential because, as a team, they should win the heart of the customer. Employees are internal customers of the organization. If the organization makes them happy, they, in turn, make customers happy.

At the time of creating a service climate, managers should understand about expected and unexpected variability. Expected variability may be caused by suppliers, service employees, or customers and unexpected variability caused by external environmental factors. Within the service management system, the variability should be managed to assure consistent quality service that achieves CusSat. When the service is highly intangible, management should be more committed to SQ by designing and nurturing a high/strong SerClim to ensure a consistent and reliable experience for customers.

Research Model 2

The results revealed that the SerClim anticipated employee behavior, which in turn influenced Csat. Significantly, Service behavior mediates between SerClim and Csat. Though SerClim and Csat have a strong direct causal relationship, our analysis proves that IRB and ERB mediates between SerClim and Csat, thus rendering the direct causal relationship insignificant.

Even though the researchers assumed only partial mediation, the results show that service behavior, i.e., IRB and ERB, fully mediates the relationship between SerClim and Csat. Several factors influence Csat, such as tangibles, product or SQ, customers' tastes, and preferences, price, corporate or brand image apart from frontline employee service behavior, and that is the reason the researchers proposed partial mediation. Nevertheless, interestingly, our results demonstrated full mediation indicating that service behavior is the major factor that influences Csat compared to other factors. Overall, this is the first research study focusing on the mediation effect of in-role service behavior between SerClim and Csat.

5.1. Theoretical Implications

Social exchange theory lays the basis for the current study and signifies reciprocal relationships among employers, employees, and customers. Employers or management provide the superior SerClim by offering rewards/incentives to employees, then, employees reciprocate, with higher

effectiveness, efficiency, and reputation to the service organization. Employees offer positive service behavior and superior quality services to customers, then, customers reciprocate, with repeat purchases, positive word of mouth, recommending to others, and CusLoy. Hence the present study bridges the gap in the social exchange theory, describing the reciprocal relationship among employers, employees, and customers in the hospitality industry. Besides, the current empirical study will address the gap by testing the mediating role of front-line employee service behavior between SerClim and customer experience in the hospitality industry.

Managerial Implications

The study results offer significant implications for restaurant management. SerClim guides frontline employees to understand appropriate behavior that they must demonstrate in a particular service environment. Restaurant managers must focus on creating and fostering an excellent SerClim to satisfy organizations' internal and external customers. The organization that builds a strong SerClim can offer superior customer service. Therefore, restaurant managers should create positive SerClim and positive employee behavior to attain customers' satisfaction.

In service organizations, real-time encounters happen between customers and employees. Frontline employee service behaviors can be channelized either at other employees or at consumers. The behavior of frontline employees strongly impacts customers' perceptions of quality and satisfaction. Management should encourage and reward the integrity of front-line staff while maintaining fair rules, remuneration, and interaction. In the restaurant industry, the interaction between frontline employees and customers will achieve satisfactory results when there is mutual understanding, courtesy, and communication between frontline employees and

customers. Despite their crucial role played in delivering service, frontline employees are facing the problems of lesser salaries, overwork, high-stress levels, and lack of proper training.

In restaurants, service depends on the collective work of several employees like the customer executives, server assistants, chefs, the cashier, etc., while providing service to customers, the interdependence among service employees is high. Any breakdown in the service chain may negatively affect Csat. A strong SerClim would improve cooperation between mutually dependent service employees and decreases the probability of any breakdown in the service. Therefore, all the employees should understand their roles to offer superior SQ and should make an integrated effort for Csat.

Effectiveness is the primary concern for any organization. Service effectiveness critically depends on front line employees' interaction with customers. Consumers' perception of SQ, consumer satisfaction, and intention to rebuy reflects organizational effectiveness as they are closely associated with profits and sales. Fair treatment of employees leads to a strong SerClim, a strong SerClim leads to positive service behavior and, as a result, Csat. Excellent service organizations stress on fair treatment with their employees. It can be considered as the prerequisite of superior customer service.

Service production and consumption take place simultaneously. Therefore, it becomes very difficult for managers to monitor the relationships among frontline employees and customers. Therefore, frontline employees should be empowered to demonstrate exemplary behavior. Frontline employee IRB strongly influences the organization's success. It leads directly to the accomplishment of organization's objectives. When an employee fails to demonstrate his/her IRB effectively, then it would affect him/her, and the overall organizational outcomes. The formal organization compensation plan does not reward ERBs. Therefore, employees may not be encouraged to have strong ERB. Generally, the ERB may not contribute directly to the

attainment of the firm's objectives but acts as a lubricant for the smooth running of the service organization. In addition to a formal compensation plan, the service organization should handle employee IRB and ERB through its effective managerial practices and organizational culture. If the management provides congenial working conditions, fair treatment to its employees, and an enjoyable working environment, then employees helping behavior towards other employees and customers will increase tremendously.

In a globally competitive environment, there is a greater importance on market-focused human resource management practices. The way the management treats its employees through their human resource practices affects how these employees treat their customers. Managers should carefully select employees with the right attitude. Professionalized staff provides high-quality service so that customers become satisfied and company profits will increase. Therefore, managers should provide training facilities to frontline employees, so that they later become professionals. Frontline employees should regulate their emotions during interaction with customers; they should be trained on emotional balance to face difficult situations and customers. Managers should encourage employee participation in decision-making. It will motivate employees to become more committed and extend superior quality service to customers. By understanding the crucial role performed by front-line staff, they should be compensated well. In services, where frontline employee judgment and customization is not required, firms can use automation. The services that require employee judgment and facilitate customization should provide decision-making powers to their frontline employees. Then, frontline employees can use their discretion about what to do and how to do it in a particular situation. The reward system should be linked to employee passion and efforts towards providing excellent service to the customers. The services, which focus on improving the service process, can go for automation and increase service speed and accuracy. Some services

cannot be automated (e.g., fine dining restaurants), they require friendly, empathetic, and professional employees.

In this regard, there is a greater importance to maintain a strong SerClim and positive service behavior. Therefore, restaurant managers should concentrate on improving SerClim and employee behavior to achieve Csat. Managers should select competent and motivated employees to discharge their duties, to answer customers' queries, process the customers' requests, and meet their needs and demands.

Research Model 3

Service production and consumption take place simultaneously by frontline employees. The SerClim exhibits a business organization's service orientation towards customers. SerClim affects employee motivation through employee behavior. Several researchers concentrated on the moderators between SerClim and customer outcomes (Dietz, Pugh, and Wilery, 2004; Mayer, Ethrhart and Schneider, 2009) but not on the mediators. The researcher attempted to test the mediators that affect service climate and customer outcomes.

The results signify the importance of service climate, IRB, and ERB in retaining customers. SerClim practices should be established to handle customer problems. Therefore, there is a necessity to establish a strong service climate. Creating SerClim is not sufficient, further effort should be made to improve interaction quality with appropriate in-role and ERB so that customers will become loyal. The frontline employees' interaction with customers plays a crucial role in CusLoy. High levels of interaction quality will lead to greater CusLoy. Service organizations should emphasize the value of front-line service employees by delivering proactive and outstanding services that delight the customers, and they become loyal to the company (Bettencourt and Brown, 1997)

The finding shows that SerClim has a positive relationship with IRB and ERB. Employee IRB and ERBs are positively related to CusLoy. Our results reinforce Liao and Chuang's (2004) and Schneider et al., (1998, 2009) results that SerClim is positively associated with CusLoy. The direct relationship between SerClim and CusLoy is strong. But this direct relationship between SerClim and CusLoy becomes insignificant with the mediation of service employee in-role and ERB.

Theoretical Implications

Previous studies focused on the relationships between service climate, service behavior, and customer loyalty but not on the mediating role of service behavior in the relationship between service climate and customer loyalty. The present study tested the mediation effect of service behavior in the relationship between service climate and customer loyalty. The mediation effect of service behavior in the relationship between service climate and customer loyalty integrates social exchange theory, theory of reasoned action, and stimulus-response theory. The present study highlights the significance of service employee behavior in maintaining customer loyalty and fills the gap in the service research literature.

Managerial Implications

The present study offers several crucial managerial implications. Most managers in service organizations concentrate only on short-term aspects, and they fail to recognize the importance of long-term aspects like CusLoy. In service organizations, most of the managers focus only on short term aspects, and they fail to recognize the importance of long-term aspects like CusLoy. In building CusLoy, managers should understand the significance of employee behavior and service climate. There is a greater need to improve the SerClim of the organization. Service organizations should select, train, and employ those people, who are competent, enthusiastic, caring, emphatic, and helpful to customers by going beyond the

prescribed duties. To make it happen, managers should train, empower the employees with a sound performance appraisal system and compensation plans. Managers can encourage employee positive ERB with appropriate non-monetary incentives. Many studies concentrated only on customer outcomes. More studies are required to explore the intermediary links, e.g., service employee behavior, which is also as crucial as results/customer outcomes. The present study exhibits the explanative power of service behavior in projecting CusLoy.

In a closely related system, one individual behavior influences not only his/her effectiveness but also on team effectiveness and the organization as a whole. Restaurant service is an interdependent service system; the behavior of the frontline employee affects the entire team or organization's effectiveness. The capability of an employee to improve the effectiveness of a team or organization relies on a person's role integrity in a particular social situation (Murphy & Jackson, 1999). A strong SerClim motivates frontline service employees to deliver extra-role service performance/behavior (Kelly, 1992). Managers should motivate frontline employees to extend more time and effort to enhance CusLoy. Frontline service employees can utilize the SerClim as an energy resource to extend superior in-role and ERB.

A strong SerClim acts as a positive contextual aspect that motivates frontline service employees to deliver extra-role service behavior (e.g., Schneider et al., 2005). Managers should enhance employee empowerment so that frontline service employees can enhance their capabilities, skills, and energies to offer a superior experience to customers. Psychological empowerment enables frontline service employees to boost their ERB towards co-workers and customers. When management builds and fosters a strong service climate, employees will get motivated by it, and they reciprocate it by their higher levels of extra-role service behavior that leads to CusLoy. When frontline service employees possess role clarity, support from the organization, and empowerment (to serve the customer), then they reciprocate it by delivering superior SQ,

CusSat, and CusLoy (Kang et al., 2020). Service organizations can enhance customer experience by providing a strong SerClim and improving frontline employees' behavior.

Limitations and Future research

The research scope is limited to the investigation of the mediation effect of IRB and ERB between SerClim and customer experience (SQ, CusSat, and CusLoy). The study does not include parallel and serial mediation. The research was carried out in the hospitality industry. Therefore, the findings should be generalized cautiously. The present research was cross-sectional. We have not focused on the customers' and employees' reciprocal relationships. The research can be conducted in other industries and occupations. This study can be broadened by using parallel mediation and serial mediation of in-role and ERB simultaneously. The present study can also be extended for longitudinal research.

Conclusion

The present research indicates how SerClim and employee behavior influences customer' experience (SQ, CusSat, and CusLoy). This study aims to propose and test the mediation effect of IRB and ERB between SerClim and service customer experience. By the intervention of service behavior between SerClim and customer experience, the causal direct relationship between SerClim and customer experience will become insignificant. There is a reciprocal relationship between frontline employees and customers. If the attitude of the service employee is positive, it leads to a positive customer perception about the company and its services. Therefore, frontline employees can be considered as barometers of business. The employees' cycle of success will lead to the customer cycle of success. Finally, in the view of the significance of the customer experience, it is suggested that managers should carefully handle frontline employee behavior and their perceptions about service climate.

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APPENDICES

Employee Questionnaire

Dear Sir/Madam,

I am working on a research paper entitled “Testing the Mediating Role of Service Behavior on Service Climate and Customer Experience”. I request you to kindly spare some of your valuable time and respond to the Questionnaire.

Service Climate Scale

1. How would you rate the job knowledge and skills of employees in your business to deliver superior quality work and service?

- | | | | |
|--------------|---------|---------|--------------|
| 1) Poor | 2) Fair | 3) Good | 4) Very Good |
| 5) Excellent | | | |

2. How would you rate efforts to measure and track the quality of the work and service in your business?

- | | | | |
|--------------|---------|---------|--------------|
| 1) Poor | 2) Fair | 3) Good | 4) Very Good |
| 5) Excellent | | | |

3. How would you rate the recognition and rewards employees receive for the delivery of superior work and service?

- | | | | |
|--------------|---------|---------|--------------|
| 1) Poor | 2) Fair | 3) Good | 4) Very Good |
| 5) Excellent | | | |

4. How would you rate the overall quality of service provided by your business?

- | | | | |
|--------------|---------|---------|--------------|
| 1) Poor | 2) Fair | 3) Good | 4) Very Good |
| 5) Excellent | | | |

5. How would you rate the leadership shown by management in your business in supporting the service quality effort?

- | | | | |
|--------------|---------|---------|--------------|
| 1) Poor | 2) Fair | 3) Good | 4) Very Good |
| 5) Excellent | | | |

6. How would you rate the effectiveness of your firms' communications efforts to employees?

- | | | | |
|--------------|---------|---------|--------------|
| 1) Poor | 2) Fair | 3) Good | 4) Very Good |
| 5) Excellent | | | |

7. How would you rate the effectiveness of your firms' communications efforts to customers?

- 1) Poor 2) Fair 3) Good 4) Very Good
5) Excellent

8. How would you rate the tools, technology, and other resources provided to employees to support the delivery of superior quality work and service?

- 1) Poor 2) Fair 3) Good 4) Very Good
5) Excellent

Service Behavior scale

Role-Prescribed Service Behavior

1. Performs all those tasks for customers that are required of him/her.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

2. Meets formal performance requirements when serving customers.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

3. Fulfills responsibilities to customers as specified in the teller job description.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

4. Adequately completes all expected customer-service behaviors.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

5. Helps customers with those things which are required of him/her.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

Extra-Role Service Behavior

1. Voluntarily assists customers even if it means going beyond job.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

2. Helps customers with problems beyond what is expected or required.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

3. Often goes above and beyond the call of duty when serving customers.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

4. Willingly goes out of his/her way to make a customer satisfied.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

5. Frequently goes out the way to help a customer.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

Employee Demographic Profile

Age

Below 20 years 20-30 years 30-40 years Above 40 years

Gender

Male Female

Marital Status

Married Unmarried

Education

Primary school High School Intermediate Graduation Post-Graduation

Job Status

Full time Part time

Experience in years

1 yr 2 yrs 3 yrs 4 yrs 5 yrs > 5 yrs

Restaurant Name and Location

Type of Restaurant

Name of the Employee:

Mobile Number:

Customer Questionnaire

Dear Sir/Madam,

I am working on a research paper entitled “Testing the Mediating Role of Service Behavior on Service Climate and Customer Experience”. I request you to kindly spare some of your valuable time and respond to the Questionnaire.

Service Quality

1. When restaurant employees promise to do something by certain time, they do.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

2. When you have problems, the restaurant employee is sympathetic and reassuring.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

3. The restaurant is dependable.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

4. The restaurant provides its services at the time it promises to do so.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

5. The restaurant keeps its records accurately.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

6. The restaurant tells customers exactly when services will be performed.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

7. Customer receives prompt service from the employees.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

8. Employees of the restaurant are always willing to help customers.

1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

9. Employees of the restaurant are never too busy to respond promptly to customer requests.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

10. Customer can trust employees of the restaurant.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

11. Customers feel safe in their transactions with the restaurant employees.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

12. Employees of the restaurant are polite.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

13. Employees get adequate support from restaurant to do their job well.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

14. Restaurant employees should be expected to give each customer individualized attention.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

15. Employees of the restaurant give you personal attention.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

16. Employees of the restaurant know what customer needs are.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

17. The restaurant employee have best interests at heart.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

18. The restaurant has operating hours convenient to all their customers.

- 1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

Customer Satisfaction

1. I am happy about my decision to come to this restaurant.
1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree
2. I believe I did the right thing when I came to this restaurant.
1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree
3. Overall, I am satisfied with the decision to come to this restaurant.
1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

Customer Loyalty

1. I will recommend this restaurant to others
1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree
2. I am sure that I will not visit this restaurant again
1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree
3. I will dine at another similar restaurant instead of this particular one.
1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree
4. I consider this restaurant to be reputable.
1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree
5. I definitely will not purchase any of the service provided by this firm again
1) Strongly Disagree 2) Disagree 3) Disagree Somewhat 4) Neither Agree or Disagree
5) Agree Somewhat 6) Agree 7) Strongly Agree

Customer Demographic Profile

Age

Below 20 years 0-29 years 30-39 years 40-49 years 50 years and above

Gender

Male Female

Marital Status

Married Unmarried

Education

No education Primary school High School Intermediate Graduation Post-Graduation

Occupation

Unemployed Employee Business Self-employed Others

Income per month

Below 20,000 20,000-40,000 40,000-60,000 60,000-80,000 80,000-1,00,000 Above 100,000

Restaurant Name and Location

Type of Restaurant

Name of the Customer

Mobile Number:

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Future research agenda of service climate

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Abstract

The purpose of the present research study is to synthesize service climate antecedents and consequences by integrating internal and external linkages in the service industry. The present study summarizes various studies across several disciplines to identify the gap in service research and to state the ways to fill the gap. This study tries to consolidate human resource theories with marketing theories based on the review of the literature. Linkage research combines the internal attributes of the organization with external outcomes. The relationships among service climate, service behavior, and customer satisfaction are based on social exchange theory. The present study suggests linking employee viewpoints of business organizations with customer assessment of service quality, customer satisfaction, and customer loyalty. The present study shows a conceptual framework and model to examine the mediating role of service behavior in the relationship between service climate and customer satisfaction. The present research highlights the significance of service employees' in-role and extra-role behaviors in a service setting. The present study enables the academicians and practitioners can recognize the significance of frontline employee service behavior and its contribution to the customer and organizational outcomes.

Key words: In-role behavior, extra-role behavior, customer experience.

1. Introduction

Both academicians and practitioners are interested in the service climate research. According to Schneider (1975), the construct climate should refer to something – a climate for safety or a climate for service. Service climate is a sub-set of organizational climate. Organizational climate is generic in focus. But service climate is service specific, descriptive, collective, and in contextual nature. “Service climate is employees’ shared sense of the service quality-focused policies, practices and procedures they experience and the service quality emphasis they observe in behaviors that are rewarded, supported, and expected” (Schneider, White, and Paul 1998). Service climate is the employees' view on management policies, procedures, and practices regarding leadership, human resources, and marketing. Service climate has a concern for employees as well as concern for customers. Service climate indicates the importance of customer service in that organization. Human resource theory and practices (e.g., Bowen and Ostroff 2004) signify how human resource management systems of practices impact organizational results through some mediating variables. In service literature, the meta-analysis of Chuang and Liao (2010) and Hong et al. (2013) reported that high-performance work systems promote concern for customers and concern for employees. Hong et al. (2013) provided a meta-analysis on service climate, which includes HR practices and leadership variables but the study failed to focus on other aspects, such as operations and marketing and those are also antecedents of service climate. Like, HRM practices, the research also shows that marketing, IT, and

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