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## Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant

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### Abstract

The service orientation program developed for restaurant employees can be a competitive advantage for a restaurant operation. The purpose of this study is to examine the relationship between employee service orientation (customer focus, organizational support, and service under pressure) and employees' job satisfaction, organizational commitment, and employees' intention of leaving. For these purposes, the authors developed structural equations modeling. The empirical results are as follows. First, the customer focus of employees was negatively associated with employees' job satisfaction, but positively associated with their organizational commitment. Second, organizational support was positively associated with job satisfaction. Third, job satisfaction was positively associated with organizational commitment, but negatively associated with employees' intention of leaving. Finally, organizational commitment was negatively associated with intention of leaving.

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*Keywords:* Service orientation; Job satisfaction; Organizational commitment; Employee's intention of leaving; Structural equations modeling

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## 1. Introduction

The service orientation program will enhance the competitive position of the foodservice enterprise, as it provides cross-training opportunities for employees to improve their professional competencies. Service orientation is an important antecedent for the viability of the foodservice business to provide quality food products and service. Service-oriented service providers will meet the expectations of their guests and ensure customer retention and repeat patronage.

In general, there is an association between the service orientation program and employee satisfaction. In turn, the satisfied employees render a higher quality of service to the guest. For example, [Brown et al. \(2002\)](#) indicated that the employee's customer orientation process is central to a service organization's ability to be market oriented. Furthermore, they suggested that customer orientation has a significant impact on overall service performance. Service orientation at the organizational level influences the level of the employee's job satisfaction ([Lee et al., 1999](#); [Yoo et al., 2000](#)), organizational commitment, service image, and business performance ([Lee et al., 1999](#)). The high level of commitment to employee satisfaction is supported by the firm's commitment to continuous quality improvement. The orientation of new employees and the design of a comprehensive training program may be implemented to keep pace with the changes in consumer demand for products and services.

Therefore, there is a need to identify those factors that influence the employee's job satisfaction level. The reason is that the level of employee's job satisfaction may influence the customer's evaluation of the company. In particular, service orientation is a major way that a service provider delivers the type of service that creates customer loyalty. According to [Berry et al. \(1994\)](#), service organizations with service-oriented cultures can attract new customers, obtain more business from existing customers, experience less customer attrition, remain protected from price competition, and encounter fewer complaints from customers.

In light of the importance of employee service orientation, the following research questions are pursued: Which dimensions (customer focus, organization's support, and customer service under pressure) of service orientation generate employee satisfaction and employee retention? Which dimensions of service orientation build organizational commitment? To what extent do job satisfaction and organizational commitment affect the employees' intention of leaving the company?

## 2. Review of the literature

### 2.1. *Service orientation*

There is a proliferation of research on the subject of service orientation and its role in enhancing the competitive advantage of the foodservice enterprise. The purpose of a service orientation program is to explain the corporation's philosophy and culture to its prospective employees. [Hogan et al. \(1984\)](#) defined service orientation as a disposition to be helpful, thoughtful, considerate, and cooperative at the individual

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