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The keys to improving the organizational identification of service workers: An examination of leadership and justice in Japan's food service organizations

Publication Summary

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Abstract

Organizational identification (OID) is a concept that captures employees' feelings of oneness with and belonging to an organization. When employees identify themselves as strongly connected to the organization, they are eager to make efforts and bring desirable outcomes; organizational success is their personal compliment. In this study, we examine how leadership and justice determine service worker OID. A quantitative study of 515 Japanese food service workers shows that leaders count, for better or worse, in leveraging employee OID. Vision statements positively affect OID, but a future image proposed by leaders may harm it. Determinants also vary depending on the orientation of organizations, employees, and customers. More determinants exist in organizations that pursue customization. Many leadership behaviors affect OID in customized organizations, but reward systems work more in standardized organizations.

Keywords

Organizational Identification, Service Workers, Personal Selling, Leadership, and Justice.

Introduction and Objectives

Few would deny the importance of customer satisfaction as an objective of service organizations. Because the turnover rate is very high in such organizations, managers also try to achieve employee satisfaction to encourage the retention of talented employees. This is why such practitioners as Tokyo Disney Resorts, and Starbucks Coffee Japan have become icons of the popular business press—they satisfy both groups and they make money. Other service practitioners then follow their lead.

In their examination of the service profit chain, Harvard Business School professors Heskett and Sasser (1994) proposed a model illustrating a series of capabilities and achievements useful in improving the profitability of service organizations. Internal service (service towards employees) improves employee satisfaction and also improves service quality. Better service quality then improves customer satisfaction and loyalty, and the organizations profit.

Although the model encourages practitioners to improve their employee satisfaction as an initial managerial step, employee satisfaction per se does not bring about better performance by employees. Paperback accounts and an ideal, normative model are not easily supported by quantitative studies. According to our pretest in November 2012, employee satisfaction with hygiene factors has no significant effect on desirable employee behavior. Satisfaction with their motivators has some positive effects, yet does not relate to the extra-role performance of frontline employees. Our research drew on over 1,500 sales and service workers to confirm that mere satisfaction is not sufficient. Instead, we found an all-around variable that may have an important role in retaining skilled staff and improving service delivery: the organizational identification of employees.

Organizational identification (OID) depicts the “oneness” or connectedness between employees and their organization (Mael and Ashforth 1992:104). When OID scores are high, employees tend to regard their organization as if they own it. They do not spare efforts to bring other desirable outcomes to their organization, in addition to improving their service delivery. For example, they are likely to motivate other employees, they may spread positive word-of-mouth, or they might pay extra attention to co-workers and customers, beyond the call of duty. These desirable outcomes of OID are implied in the latest studies of the service profit chain (Heskett et al. 2008), and are quantitatively confirmed in our pretest.

The aim of our research, then, is to identify the determinants of OID. As part of our efforts, 515 samples were newly-collected in March 2013. Overall, we sought to reconfirm the importance of OID as a driver behind desirable outcomes. In this, two types of employee satisfaction were to be compared with OID. As the determinant variables, we tested the significance of leadership, justice, and the level of operational standardization. We expect these factors to be managerial and controllable; at least, our analysis will let managers know whether the variables correlate with OID. Research samples were collected via Internet survey.

To summarize our results: leaders count, for better or worse, in enhancing OID. We found more determinants of OID in organizations that pursue a customized operation than in organizations following standardized operation. An organizational vision statement is very effective in leveraging OID, but it is interesting to note that the vision proposed by leaders may harm the employee perception of oneness with an organization.

Conceptual Framework / Literature Review / Research Model

Organizational identification is “a critical construct . . . affecting both the satisfaction of the individuals and the effectiveness of the organizations” (Ashforth and Mael 1989:20). The construct has been developed from social identity theory; OID is a concept of group classification of social identity. One may define himself or herself by membership in a particular organization, and tends to feel personally insulted when someone criticizes the organization. When she talks about this organization, she usually says “we” rather than “they.” When someone praises their organization, they receive it as a personal compliment. Mael and Ashforth (1992:122) created and redefined these measures of OID after rigorous review. It has been difficult to distinguish OID from other related constructs such as organizational commitment and organizational citizenship behavior. These constructs are seen “as antecedents and/or consequences of identification” (Ashforth and Mael 1989:20).

We hypothesize that OID, rather than employee satisfaction, brings desirable behavioral outputs from service people. Measures of behavioral outputs are adaptive selling (Robinson et al. 2002; Jaramillo and Grisaffe 2009), customer care (Bettencourt et al. 2005), extra-role performance (Netemeyer and Maxham III 2007), turnover intention (desirable when low; Dooley et al. 1987), and customer orientation. Homburg et al. (2009:39-40) proposed a revised model of the service profit chain incorporating “the social identity-based path.” These models use employee-organization identification as an antecedent of customer orientation.

In a preparatory study, we did qualitative research on 10 successful organizations in Japan (findings presented last year). The purpose of this study was to explore the antecedents of OID. We found that organizational policy, training, and reward systems affected OID; these findings are not particularly eye-catching, but their effect might vary according to the type of operation. Two types of operations were identified: organizations that pursue customization and those pursuing standardization. We represent our research model, requiring quantitative support, as in Figure 1.

Our hypothesized determinants are 2 items of organizational policy, 16 items of training, and 5 items of reward systems. Vision statements and sharing are the factors in organizational policy, while measures of leadership behavior and justice are employed to evaluate training and reward systems, because we expect these items to be amenable to management control. We could also have relied on well-known items of leadership cited by Dubinsky et al. (1995) and Schwegker and Good (2010), and factors measuring justice from Colquitt (2011).

Method

Data Collection

Our set of data was collected through an Internet survey delivered to agency research monitors, from March 27 to 28, 2013. The agency delivered questionnaires to workers at food service organizations in Japan. Inappropriate answers, such as those with redundant replies to a set of questions or those supplying different personal information from that on registration materials, were culled. To

draw out managerial implications, people working for organizations of fewer than 5 employees were eliminated.

Our focus on the food service industry derives from the controversy over the employment of part-time food service workers. In April 2013, the government issued a law requiring organizations to hire part-time workers with 5 years of experience on a full-time basis. Not all food service organizations are willing to comply. Whereas the industry provides a large proportion of overall employment, its turnover rate is very high. Some treat this as a cause of employment instability, while others do not accept the forced stability of employing unmotivated service persons. The question of how to motivate service workers is of critical importance to the industry. (In this regard, we appreciate the financial support of the Japan Society of Foodservice Studies.)

Before conducting research on the food service industry, we ran a pretest from November 20 to 22, 2012. We collected 1,518 samples from employees working at sales and service organizations. The purpose of this test was to check the availability of data and confirm the construct validity and positive effects of OID. Major findings will be reported in the following chapter. The pretest taught us that sample screening is indispensable, as a larger proportion (compared to overall national figures) of the employees came from the finance and educational services industries, which do not engage in frontline operations. This is one of the reasons that we collected data from the food service industry in our March survey.

Our pretest also helped us create scale items to evaluate the level of an organization's standardization/customization. In fact, degrees of standardization and customization can coexist. We created 13 items to evaluate the standardization level, employee willingness to engage in standardized tasks, and customer preference for standardized services. We also created 13 items to evaluate the customization level of each of these factors. As anticipated, not all 13 standardization items correlated negatively with the 13 customization items. Standardization and customization coincided. Among the 13 items, 3 items concerning role clarity, task manual, and efficiency orientation correlated negatively with their respective items for customization, and we employed those 3 items to evaluate the organizational standardization/customization level in our March research. We added another 10 items to those 3—some were newly-created, and others were reconfigured from our pretest. Consultants played a key role in setting these 13 items; we conducted an interview with the specialist consultants in charge of service management on September 26, 2012.

Measures

OID scale items are cited from Mael and Ashforth (1992:122). We measured the congruence of organizational success and personal compliment in 3 layers. In our discussions with practitioners (interview dates: August 9–10, 2012) and industry-specific consultants, we were asked to examine the differences of perception toward organizations. Practitioners suggested that employees might feel more loyal to their team members than to the organization as a whole. Although employees did show higher OID scores toward their teams than their larger organization, the construct of OID from 3 items turned out to be stubborn. Cronbach's alpha of the 3 items scored .850 in the November pretest and .870 in our March research. Descriptive statistics of OID from our two studies are cited in Table 1. Summary information on our November pretest and our March research is provided in this table. We collected 1,518 and 515 samples, respectively, through 2 surveys. Not all respondents worked in frontline operations; 562 and 331 samples, respectively, are frontline employees. Note that the pretest contains samples from employees who do not serve customers on a daily basis.

For desirable behavioral outputs, as cited above in Table 1, we employed 7 items. We measure customer orientation by 2 items. An item was added through interviews with practitioners, asking employees whether they are eager to make efforts when their organization is in a difficult situation. Some questions limit answers to frontline employees, as they cannot be asked of employees in backroom or deskwork.

To highlight the impact of OID, we asked our subjects about their satisfaction; 9 items were created to evaluate it. In our pretest, an exploratory factor analysis indicated that there were 2 factors of

satisfaction. One is satisfaction with motivators (3 items, Cronbach's alpha = .885), and another with hygiene factors (6 items, .826). In contrast, the same analysis indicated one factor model, using data from our research in March. In this paper, we use a 2-factor model in both cases. To note, we have determined that the same conclusion would be drawn even if we used a 1-factor model in our March research. Table 2 shows the output of factor analysis.

Our samples show relatively low satisfaction with salary, welfare programs, and leaders/supervisors/superiors. Regarding salary and welfare programs as financial incentives, the role of leaders may be crucial as a managerial factor.

Promising determinants of OID are organizational vision, leadership behaviors, justice, and standardization/customization level. Answers for these items were collected in our March research; 2 items about a vision statement and sharing were employed. Since existing studies have had some factors in common, regarding leadership and justice, we employed a total of 21 leadership and justice items. For example, transactional leadership and distributive justice refer to the fairness of reward, so we avoided asking the same question twice. Again, interviewees added 2 leadership items. Interviewed practitioners wanted to know what the subjects thought about their leader's preference. The left side of Table 3 shows descriptive statistics on these items. Refer to the "Findings" chapter for more information on the right side, the impacts of these determinants.

Based on the pretest findings, we created 13 items to measure the organizations' standardization level. We intended to measure the consistency of organizational practice of standardization, employee willingness to deal with standardized tasks, and customer preference for standardized services. Measures are 7-point scales asking the level of standardization (alternative 1) and of customization (alternative 7). We used the average score over 13 items to measure consistency. The lower the score, the more consistent organizational practice, employee willingness, and customer preference for standardization. The higher, the more consistently they tend towards customization. Scale items are cited in Table 4.

Findings

Significance of Organizational Identification

First of all, we must confirm the positive effects of OID on various desirable outputs. Tables 5 through 8 show that it is important to leverage OID instead of employee satisfaction. OID and employee satisfaction may correlate, so some are skeptical about problems with multicollinearity, but value inflation factors score 2 at the highest in all analyses, and thus, the results of the regression analyses are justified (Burns and Bush 2000).

As shown in these tables, OID has consistently positive effects on all desirable outputs. Employee satisfaction with motivators also has positive impact, but its effects do not appear on the all dependent variables. Coefficients of OID are always higher. Employee satisfaction with hygiene factors has a positive impact in some cases, but in others, its impact sometimes appear insignificant or even negative.

At this moment, we do not deny that these results indicate a spurious correlation. For example, employee satisfaction with hygiene factors negatively correlates with customer orientation in Table 5. It is not plausible that when we decrease employee satisfaction, the employee becomes more customer-oriented. Hence, the correlations between OID and other desirable outputs could be spurious. Nonetheless, a certain unexplored factor leverages OID and desirable outputs simultaneously, it must be important to examine what factors enhance OID. Now, we move on to explore the determinants of OID.

Determinants of Organizational Identification

Using the dataset from our March research on food service organizations, we examine the determinants of OID. Organizational vision, leadership behaviors, and justice are the hypothesized variables. To compare the determinant impacts depending on the type and consistency of organizational standardization/customization, we divided the samples into 4 groups; these are: "Very standardized,"

“Standardized,” “Customized,” and “Very customized.” The “Standardized” and “Customized” groups are divided by the mean score of 13 items to measure consistency of standardization or customization. When a respondent marks a less-than-average score, he or she is supposed to work at a “Standardized” organization, to prefer “Standardized” tasks, and to judge that his or her customers prefer “Standardized” services. Two other groups are identified when their responses score 1 standard deviation lower or higher than the average. The “Very customized” group consists of 69 samples; these samples are also included among the 281 samples in the “Customized” group. Refer again to Table 3, in which we cite the results of regression analyses on the right side of this table. We list the results of our examination of OID determinants in each standardization/customization level.

A “Standardized” group is characterized by an irony: a vision statement has a positive impact on OID, but the proposal of a picture of the future by leaders has a negative one. When leaders are good models, employees tend to score high in OID. Employee participation in team decision-making and consistent procedures have positive impacts on OID. We found fewer significant impacts in a “Very standardized” group study.

It is ironic that leaders are again not effective. In a study of “Customized” groups, a vision statement and sharing have positive impacts on OID, but OID decreases when leaders propose a future picture. Leaders directing employees to the same goal and showing respect for employee feelings leverage OID. Participation in team decision-making procedures improves OID. In comparison with “Very customized” and “Customized” groups, we found more significant impacts in “Very standardized” samples. Trustworthy leaders and participation in organizational decision-making procedures turned out to be effective. We will discuss the shaded parts of Table 4 in the next section.

Discussion

Our findings indicate that it is important to leverage OID, instead of employee satisfaction, to draw out efforts and desirable behavioral outputs from service workers. Even if OID and desirable outputs may have coincided spuriously, we succeeded in identifying several determinants which simultaneously increase OID and the likelihood of desirable behaviors. Furthermore, the determinants and their vectors of effects vary depending on the organizational standardization/customization level. Managerially, it is useful to know which type of operation the organization pursues, and to what extent it generally aims to be standardized or customized.

There are more determinants of OID in employees working for an organization that pursues customization. However, 3 items of procedural justice are effective in our “Standardized” group study, meaning that a reward system plays a certain role in drawing efforts from employees especially in a standardized organization. Instead, more items of organizational vision and leadership behavior have impact on OID in a “Customized” group. Although our exploration of determinants is limited, there are more alternatives to increasing the OID of employees dealing with customized operations.

When comparing “Very customized” and “Customized” groups, vectors of a determinant differ. In a “Customized” organization, an employee scores higher OID when his or her leaders welcome outgoing followers. But in a “Very customized” organization, when leaders welcome certain types of followers, employees tend to score lower. Employees dealing with extremely customized operations may not welcome leaders who force them to follow certain styles. Outgoing followers dealing with moderately customized operations may score higher OID when they feel accepted and welcomed by their leaders.

Looking at our “Standardized” group study, informational justice has a negative impact on OID. That is, when an employee worries about bias in organizational decision-making, he or she scores higher OID. Here, cause and effect must be reversed: when an employee scores higher OID, he or she cares deeply about the organization. Therefore, the employee feels more dissatisfaction with an organization’s standardized operations that are set and stubborn, and finally, he or she delivers lower scores for freedom from bias. This does not happen in customized organizations, because employee participation in team decision-making procedures may moderate dissatisfaction with bias. Employees in

customized organizations cannot be skeptical that the very decisions they make are biased.

In all types of organizations, a vision statement and a leader's proposed image of the company gave us ironic outputs. Both are important—a vision statement is positive, but the leader's proposal is negative. There may be a psychological gap between vision on the whole and the specifics of the future in the bottom of management. As shown in Table 1, employee satisfaction with their leaders is lower than the other satisfaction scores. Leaders must matter, for better or worse, when an organization aims at leveraging its employee OID. In particular, when it pursues customized operation, leaders play a more important role.

Limitations

Although our research is an ongoing, exploratory study to identify determinants of OID, positively hypothesized determinants are sometimes insignificant, and sometimes even negative. This may imply the difficulty of selecting determinants and also the difficulty of selecting samples. We have just reconfirmed that raising OID is very hard.

We have found that leaders count, for better or worse, in enhancing employee OID. But their effects appear differently, according to the type of organizational operations. We should have conducted various studies, using other profile information on the respondents.

Our standardization/customization axis is also a problem. We will have to test the generalizability of this concept in other industries; our 13 items were created independent of existing studies. We have limited our focus to interviewed practitioners.

In addressing these considerations, we lack comparable existing studies. OID is actually not a popular concept in Japan, where it is often treated as interchangeable with commitment or loyalty. We need theoretical and conceptual development of our research questions.

Further research

Several studies are already in progress. We have been conducting a diagnostic survey of practitioners to evaluate their employee OID and its connection with organizational performance. Several industry cases will be prepared, and we expect that insights from these cases will help us hypothesize valid determinants of OID. We will rely on other studies to evaluate organizational standardization levels, but some original consideration is needed to measure the consistency of organizational practices, employee willingness, and customer preference. Holistic models are to be developed.

Quantitative studies are also in preparation. A new law and the demand from business give us the opportunity to identify determinants of OID and other desirable outputs. Cross-industrial examination is our ongoing challenge.

As a variable of particular interest, we will focus on followership profiles and behaviors, along with leadership behaviors. In this paper, we pay little attention to followership, but employee willingness (to pursue standardization or customization) is a door to the construct. Leaders have various effects, but we have not examined the significance of follower attitudes and behaviors relative to the behavior of their leaders.

Managerial Implications

We repeatedly insist that leaders play a critical role, for better or worse. A vision statement is important. It becomes a long-term compass for employees. But leaders who directly communicate with their employees can be harmful when they draw the wrong short-term picture of the future. At the same time, followers may easily feel disconnected from their organizations when leaders act contrary to their will.

OID is not actually a common phrase shared by practitioners. They typically care about employee satisfaction, while the trade union (or labor union) pays attention to wages, hours, and the work environment. OID is a social and psychological concept separate from employee satisfaction, and is worth measuring periodically.

We found more determinants of OID in customized organizations. Leadership behaviors have

effects. On the contrary, a reward system has an impact on OID among employees in standardized organizations. To enhance employee OID, it is important to judge which type of orientation the organization, its employees, and its customers have.

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Appendices

Figure 1: Research Model

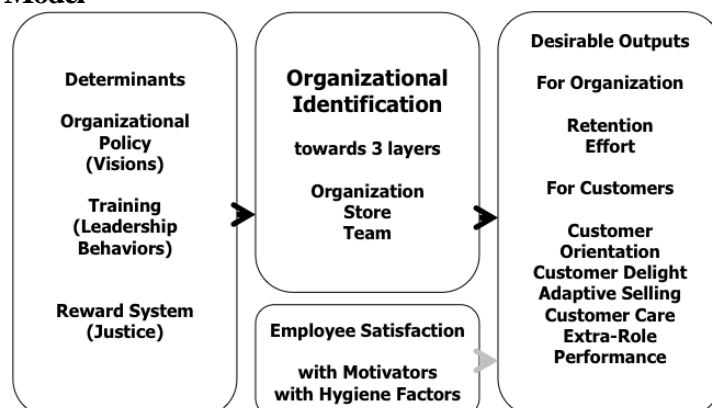


Table 1: Descriptive Statistics of Scale Items (OID, Employee Satisfactions, and Desirable Outputs)

			Pretest				March Research			
			Sales and Service Organizations (Cross Industrial)				Food Service Organizations			
			November 20-22, 2012				March 27-28, 2013			
			all samples		frontline samples		all samples		frontline samples	
			1518		562		515		331	
Constructs	Questions	Sample Sizes	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Organizational Identification	towards Organization	Success of my organization is my personal compliment.	4.32	1.535	4.23	1.527	4.64	1.599	4.60	1.621
	towards Store	Success of my store (or department) is my compliment.	4.57	1.485	4.59	1.477	4.85	1.560	4.84	1.576
	towards Team	Success of the team I work with is my compliment.	4.71	1.435	4.73	1.415	4.76	1.459	4.79	1.446
Desirable Outputs for Organization	Turnover Intention	I intend to work for the present organization for a long time. (Reversed)	4.35	1.761	4.21	1.771	4.39	1.757	4.36	1.753
	Effort in Difficult Situation	I am eager to make efforts when our organization is in a difficult situation, however hard it is.	3.83	1.533	3.66	1.508	4.20	1.645	3.98	1.637
	Customer Orientation	I do not spare efforts to serve our customers.	4.50	1.387	4.41	1.378	4.58	1.425	4.48	1.400
for Customers	Customer Delight is Mine	Customer delight is my delight.	5.11	1.451	5.29	1.422	5.28	1.435	5.33	1.434
Desirable Outputs of Frontline Employees	Adaptive Selling	I tend to use a wide variety of selling approaches.	-	-	5.02	1.456	-	-	4.84	1.581
	Customer Care	I provide an extreme care for our customers.	-	-	4.45	1.220	-	-	4.37	1.316
	Extra-Role Performance	I often go above and beyond the "call of duty" when serving customers.	-	-	4.51	1.361	-	-	4.36	1.378
Employee Satisfaction	with Motivators	I am satisfied with the challenge to complete the job.	4.30	1.486	4.21	1.501	4.46	1.531	4.46	1.548
		I am satisfied with the opportunities for change and growth.	4.29	1.565	4.30	1.531	4.57	1.616	4.57	1.598
		I am satisfied with my tasks.	4.19	1.489	4.24	1.406	4.43	1.562	4.44	1.552
	with Hygiene Factors	I am generally satisfied with my organization.	4.05	1.531	3.94	1.512	4.19	1.564	4.29	1.578
		I am satisfied with the work environment (excluding personal relationships).	4.15	1.513	4.10	1.546	4.25	1.586	4.31	1.581
		I am satisfied with my leaders / supervisors / superiors.	3.85	1.651	3.76	1.637	4.04	1.656	4.12	1.737
		I am satisfied with my salary.	3.30	1.607	3.17	1.554	3.47	1.671	3.61	1.713
		I am satisfied with the welfare program of my organization.	3.72	1.648	3.50	1.689	3.40	1.575	3.38	1.655
		I am satisfied with my co-workers	4.51	1.472	4.57	1.508	4.56	1.491	4.73	1.482

all items are measured by Likert 7-point scales.

Table 2: Result of Factor Analysis (n=1,518)

N=1,518	Factor 1	Factor 2
challenge	.970	.606
growth	.815	.562
task	.780	.628
overall organization	.678	.798
environment	.541	.698
leaders/supervisors/superiors	.548	.697
salary	.424	.643
welfare program	.365	.638
colleagues	.469	.513
Cumulative Proportion (%)	52.90	64.67
Factor Correlation		
Factor 1	1	.690
Factor 2	.690	1

most likelihood estimation with promax rotation

Table 3: Descriptive Statistics and Regression Results (Determinants of OID)

Constructs	Questions	Mean	SD	Regression Results OIDs as dependent variables							
				All Samples	"Very Customized"	"Customized"	"Standardized"	"Very Standardized"			
Organizational Vision	Vision Statement The organization states a clear vision.	4.00	1.551	.235 ***	.269 **	.189 ***	.304 ***	.544 ***			
	Vision Sharing The vision of the organization is shared by employees.	3.87	1.523	.141 ***	.065	.187 ***	.036	-.148			
Leadership Behaviors by Dubinsky et al.(1995) and Schwepker and Good (2010)	Transformational Leadership My supervisor has a clear understanding of where we are going.	3.88	1.495	-.014	-.218	-.045	.086	.473 **			
	Transformational Leadership My supervisor paints an interesting picture of the future for our group.	3.59	1.453	-.255 ***	-.396 *	-.200 **	-.306 ***	-.586 ***			
	Transformational Leadership My supervisor leads us by doing rather than simply by telling.	4.02	1.621	-.031	-.325	.025	-.035	.023			
	Transformational Leadership My supervisor provides a good model for me to follow.	3.92	1.604	.002	.211	-.051	.174 *	.153			
	Transformational Leadership My supervisor gets the group to work together for the same goal.	4.07	1.516	.166 ***	.176	.165 *	.137	.155			
	Transformational Leadership My supervisor expects me to perform better.	4.14	1.450	.007	-.177 *	-.027	.095	.051			
	Transformational Leadership Interpersonal Justice My supervisor acts without considering my feelings.*	4.04	1.496	-.014	-.128	-.028	.002	.042			
	Transformational Leadership My supervisor shows respect for my personal feelings.	4.03	1.470	.126 **	.012	.162 *	.123	.217			
	Transformational Leadership My supervisor challenges me to think in new ways.	3.74	1.389	.035	.429 ***	.017	.021	-.031			
	Trust in Leaders I trust my supervisor's integrity	4.08	1.633	.155 **	.572 **	.075	.125	-.150			
	Laissez-Faire Leadership My supervisor avoids telling me how to perform my job.	3.72	1.471	-.011	-.048	-.046	.055	.071			
	Transactional Leadership My supervisor shows me that he or she recognizes my accomplishments.	4.13	1.527	-.017	.327 **	.004	-.047	-.029			
	Transactional Leadership Informational Justice My supervisor explains organizational decisions thoroughly.	3.88	1.514	-.009	-.172	-.019	-.040	.019			
Transactional Leadership Informational Justice My supervisor's explanations of organizational decisions are reasonable.	3.91	1.461	-.038	-.058	-.112	.035	.139				
Interviewees' Selections	My supervisor prefers obedient followers.	3.70	1.536	.002	-.215 *	.062	-.104 *	-.289 **			
	My supervisor prefers outgoing followers.	3.99	1.416	.120 **	-.364 **	.182 ***	.026	.139			
Justice by Colquitt (2001)	Procedural Justice I am able to express my views and feelings during the organizational decision-making process.	4.33	1.750	.082	.300 *	.110	.062	.052			
	Procedural Justice I participate in the decision-making procedures in terms of the front-line manager.	3.86	1.941	-.022	-.197	-.129	.088	.084			
	Procedural Justice I participate in the decision-making procedures of our team members.	4.17	1.718	.250 ***	.646 ***	.288 ***	.193 **	.290			
	Procedural Justice The organizational decision-making procedures have been applied consistently.	3.99	1.539	.069	-.120	.065	.176 *	.316			
	Informational Justice The organizational decision-making procedures are free of bias.	4.05	1.459	-.075	-.095	.011	-.268 ***	-.643 ***			
				adjusted R square	.440	.558	.431	.440	.482		
				N	515	69	281	234	67		

all items are measured by Likert 7-point scales.

Table 4: Standardization/Customization Consistency (n=515)

	Standardization = 1	Mean	SD	Customization = 7
Organizational Practices and Employee Willingness	I prefer the environment where I have to follow the designated procedures.	4.19	1.507	I prefer the environment where I cannot rely on any designated procedures.
	I prefer tasks that require efficiency.	3.91	1.399	I prefer tasks that require creativity.
	I care about my effort, time, and cost to deliver better services.	3.3	1.375	I do not care about my effort, time, and cost to deliver better services.
	I receive clear explanations of what has to be done. (Rizzo et al. 1970; Noble 2008)	4.25	1.573	I have to make my own decisions of what has to be done.
	Our task follows manuals.	4.27	1.617	Our tasks depend on our own judgment and decisions.
	My organization encourages me to work individually.	4.32	1.485	My organization encourages our team engagement.
	Evaluation is individual-based.	3.39	1.487	Evaluation is team- and group-based.
	Manuals and formats are prepared to train rookies to be an effective piece.	4.48	1.581	OJT teamwork experience and exposure to frontline operations let rookies to be an effective piece.
My organization has a culture of delivering inexpensive services.	3.96	1.563	My organization has a culture of delivering premium services.	
Customer Preference	Customers do not care who serves them.	3.43	1.584	Customers want to designate specific persons to serve them.
	Customers care about costs.	3.64	1.511	Customers seek premium value.
	Customers make decisions by judging value for money.	3.88	1.434	Customers make decisions by valuing brands regardless of prices.
	We deliver standardized services to all customers.	3.97	1.567	We deliver customized services.
Average of 13 items		3.92	0.71	

Table 5: Regression Results (pretest all samples n=1,518)

Independent Variables	Desirable Outputs as Dependent Variables							
	For Organization				For Customers			
	Reversed Score of Turnover Intention		Effort in Difficult Situations		Customer Orientation		Customer Delight is Mine	
OID	.338	***	.535	***	.589	***	.623	***
ES with motivators	.257	***	.071	***	.094	***	.127	***
ES with hygiene factors	.195	***	.155	***	-.068	**	-.180	***
adjusted R square	.444		.456		.366		.368	

all coefficients are standardized. ***: $p < .01$, **: $p < .05$, *: $p < .10$

Table 6: Regression Results (pretest frontline samples n=562)

Independent Variables	Desirable Outputs as Dependent Variables					
	Adaptive Selling		Customer Care		Extra-Role Performance	
OID	.231	***	.260	***	.299	***
ES with motivators	.092		.124	**	.085	
ES with hygiene factors	-.049		-.065		-.087	
adjusted R square	.063		.087		.089	

all coefficients are standardized. ***: $p < .01$, **: $p < .05$, *: $p < .10$

Table 7: Regression Results (March Research all food service samples n=515)

Independent Variables	Desirable Outputs as Dependent Variables							
	For Organization				For Customers			
	Reversed Score of Turnover Intention		Effort in Difficult Situations		Customer Orientation		Customer Delight is Mine	
OID	.423	***	.583	***	.549	***	.706	***
ES with motivators	.181	***	.081	*	.250	***	.109	**
ES with hygiene factors	.180	***	.124	***	-.111	**	-.144	***
adjusted R square	.436		.487		.420		.493	

all coefficients are standardized. ***: $p < .01$, **: $p < .05$, *: $p < .10$

Table 8: Regression Results (March Research frontline food service samples n=331)

Independent Variables	Desirable Outputs as Dependent Variables					
	Adaptive Selling		Customer Care		Extra-Role Performance	
OID	.235	***	.149	**	.169	***
ES with motivators	.175	***	.263	***	.196	**
ES with hygiene factors	-.225	**	-.078		-.106	
adjusted R square	.064		.087		.056	

all coefficients are standardized. ***: $p < .01$, **: $p < .05$, *: $p < .10$