

ABSTRACT

THE EFFECTS OF ORGANIZATIONAL REWARDS, PERCEIVED SUPERVISOR SUPPORT, AND PROCEDURAL FAIRNESS ON EMPLOYEE ATTITUDES AND CUSTOMER SERVICE OUTCOMES

By Michael D. Hinschberger

According to organizational support theory, employees develop global beliefs regarding the degree to which their organization cares for their personal well-being and values their contributions toward goals and objectives. As a result, due to the norm of reciprocity, this perceived organizational support leads employees to feel an obligation to exhibit attitudes and behaviors that will benefit the organization. The following study explored the mediating effect of perceived organizational support on the relationship between three known antecedents (procedural fairness, perceived supervisor support, and organizational rewards) and employee attitudes; and the effect of employee attitudes on service performance.

Results are consistent with organizational support theory in that favorable perceptions of perceived organizational support lead employees to exhibit favorable attitudes and behaviors such as commitment to the organization and organizational citizenship behaviors. Contrary to previous research, organizational rewards were not found to significantly predict perceived organizational support. The present study has contributed to organizational support theory by utilizing a matched sample design which allowed examination of relationships at the individual level.

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PERCEIVED SUPERVISOR SUPPORT, AND PROCEDURAL FAIRNESS
ON EMPLOYEE ATTITUDES AND CUSTOMER SERVICE OUTCOMES

By

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CHAPTER I

INTRODUCTION

Organizational support theory suggests that employees develop global beliefs regarding the degree to which their organization cares for their personal well-being and values their contributions toward goals and objectives (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades & Eisenberger, 2002; Rhoades-Shanock & Eisenberger, 2006). Due to the norm of reciprocity (Blau, 1964; Gouldner, 1960) this perceived organizational support (POS) leads employees to feel an obligation to exhibit attitudes and behaviors that will benefit the organization (Wayne, Shore, Bommer, & Tetrick, 2002). Previous research has demonstrated positive relationships between POS and preferred outcomes including job satisfaction (Shore & Tetrick, 1991; Eisenberger, Cummings, Armeli, & Lynch, 1997; Rhoades & Eisenberger, 2002), affective organizational commitment (Wayne et al., 2002; Eisenberger, Fasolo, & Davis-LaMastro, 1990), customer commitment (Vandenberghe, Bentein, Michon, Chebat, Tremblay, & Fils, 2007), performance (Rhoades & Eisenberger, 2002; Lynch, Eisenberger, & Armeli, 1999), and organizational citizenship behaviors (OCB's; Rhoades & Eisenberger, 2002; Lynch et al. 1999; Wayne et al. 2002). Research has also been directed at the antecedents of POS. For instance, Rhoades and Eisenberger (2002) identified three such antecedents – procedural fairness, supervisor support, and organizational rewards, and Rhoades, Eisenberger, and Armeli (2001) found that POS mediates the relationship between these antecedents and affective commitment.

The aim of the current study is to explore the mediating effect of POS on the relationship between the three antecedents (procedural fairness, perceived supervisor support, and organizational rewards) and employee attitudes; and the effect of employee attitudes on service performance. Utilizing organizational support theory, it is proposed that service employees perceiving their supervisors as supportive, organizational rewards as competitive, and procedures as fair will develop favorable POS beliefs and reciprocate by holding favorable attitudes toward the organization and customers, and therefore engage in behaviors leading to high levels of service performance. This proposed model is depicted in Figure 1.

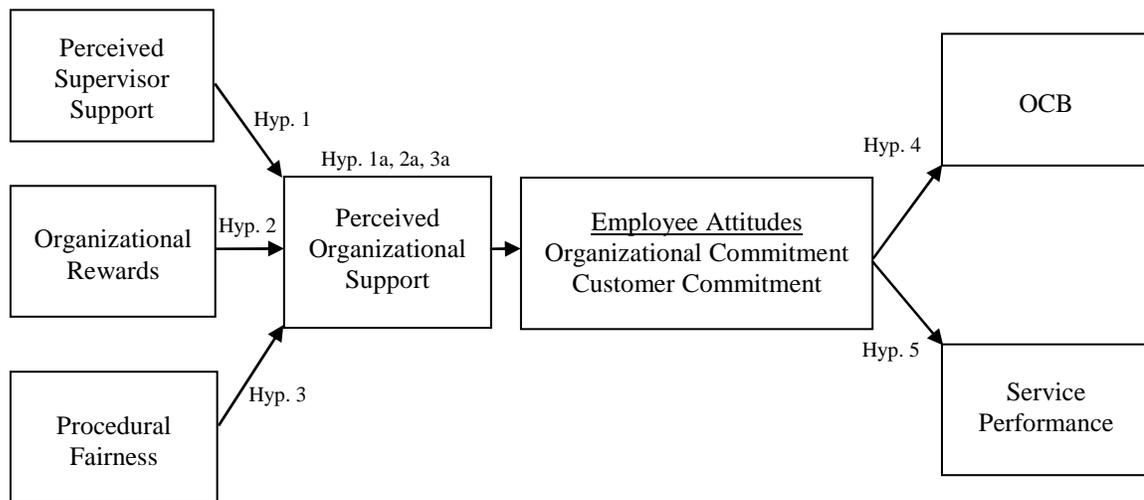


Figure 1. Model of the hypothesized relationships among perceived supervisor support (PSS), organizational rewards, procedural fairness, perceived organizational support (POS), employee attitudes, organizational citizenship behaviors (OCB), and service performance.

CHAPTER II

LITERATURE REVIEW

Perceived Supervisor Support, POS, and Employee Attitudes

Supervisors are often viewed as holders and maintainers of the organization's values. (Rhoades & Eisenberger, 2002). It has been proposed that employees form global beliefs about their supervisors caring for their personal well-being and valuing their contributions to the organization (perceived supervisor support, PSS; Kottke & Sharafinski, 1988). Because supervisors are required to direct employee behaviors toward the attainment of organizational goals, subordinates are likely to view supervisor-supportiveness as reflective of the organizations' supportiveness (Rhoades-Shanock & Eisenberger, 2006). Also, supervisor's evaluations of the subordinates are often relayed to upper management which influences the support provided by the organization (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002).

Research has consistently shown positive relationships to exist between PSS and POS (Yoon & Thye, 2000; Rhoades et al. 2001; Rhoades-Shanock & Eisenberger, 2006). Specifically, Eisenberger et al. (2002) found that (a) PSS at time 1 was positively related to POS at time 2; and that (b) POS mediated the relationship between PSS and affective commitment. Thus, it is proposed that increases in PSS will positively influence POS levels which, by increasing the felt obligation of employees, will lead to favorable employee attitudes in the form of affective commitment and customer-commitment (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Wayne et al. 2002).

Hypothesis 1. Employee PSS levels will positively predict employee POS levels.

Hypothesis 1a. POS will positively mediate the relationship between PSS and employee attitudes (organizational commitment and customer commitment).

Organizational Rewards, POS, and Employee Attitudes

Organizational rewards are commonly understood to be all forms of compensation including pay, benefits, promotion, recognition, as well as the processes the organization uses to administer compensation (Williams, McDaniel, & Nguyen, 2006). These rewards are primarily considered inducements leading to employee's satisfaction with their jobs, organizational commitment, and motivation levels (Lawler, 1971). Organizational support theory predicts that organizational rewards elicit these employee attitudes and behaviors due to the norm of reciprocity (Eisenberger et al. 2001; Rhoades et al. 2001). This is because the provision of competitive and fairly administered organizational rewards can lead employees to develop high levels of POS (Rhoades et al. 2001; Allen, Shore, & Griffeth, 2003). Indeed, research has shown positive relationships between organizational rewards and POS (Wayne, Shore, & Liden 1997; Rhoades & Eisenberger, 2002). Also, other research (Guzzo, Noonan, & Elron, 1994; Rhoades et al. 2001; Allen et al. 2003) has indicated that POS mediates the relationship between organizational rewards and affective commitment.

Hypothesis 2: Employee perceptions of organizational rewards will positively predict employee POS levels.

Hypothesis 2a: POS will positively mediate the relationship between organizational rewards and employee attitudes (organizational commitment and customer commitment).

Procedural Fairness, POS, and Employee Attitudes

Procedural fairness concerns the degree to which employees perceive processes for distributing organizational outcomes as fair (Shore & Shore, 1995). Research has focused on both the formal procedures and interpersonal treatment in the allocation process (Leventhal, Karuza, & Fry, 1980; Tyler & Bies, 1990). Actions made by the organization that benefit the employee signify that the organization cares for their well-being (Eisenberger et al. 1990). As evidence, recent research has shown a positive relationship leading from procedural fairness to POS (Fasolo, 1995; Rhoades et al. 2001).

Both procedural fairness and POS have been found to predict employee attitudes and behaviors (Shore & Shore, 1995). For instance, Moorman, Blakely, and Niehoff (1998) found that POS mediated the relationship between procedural fairness and OCB, and others have found positive relationships between procedural fairness and affective commitment (Gellatly, 1995; Konovsky & Cropanzano, 1991). However, the focus of this study is on the mediating effect of POS on the relationship between procedural fairness and employee attitudes (Rhoades et al. 2001).

Hypothesis 3: Procedural fairness will positively predict employee POS levels.

Hypothesis 3a: POS will positively mediate the relationship between procedural fairness and employee attitudes (organizational commitment and customer commitment).

Employee Attitudes and Behavioral Outcomes

The relationship between employee attitudes and performance-related outcomes has long been the focus of applied psychologists (Meyer & Allen, 1991; Ostroff, 1992; Payne & Webber, 2006), and multiple meta-analyses have confirmed positive relationships between these attitudes and their behavioral consequences (Judge, Thoresen, Bono, & Patton, 2001; Riketta, 2002; Harrison, Newman, & Roth, 2006; Riketta, 2008). For instance, Judge et al. (2001) examined job satisfaction at the overall construct level and found a moderately positive relationship between global satisfaction measures and performance measures, and Riketta (2002) found that (a) employee attitudes lead to performance while, (b) weak support was found for an inverse relationship.

Organizational commitment has been found to relate positively to behavioral outcomes (MacKenzie, Podsakoff, & Ahearne, 1998; Riketta 2002; Payne & Webber, 2006). More specifically, affective commitment was found to have a positive relationship with both in-role and extra-role performance. As suggested by the attitude-engagement model (Harrison et al., 2006), general positive job-related attitudes (i.e., affective commitment) lead employees to engage in desirable behavioral outcomes, while

unfavorable attitudes toward the workplace lead them to disengage or withdraw. Thus, both in-role performance and extra-role behaviors can be viewed as natural outcomes of employees' job related attitudes.

Hypothesis 4: Employee attitudes will be positively related to organizational citizenship behaviors.

Hypothesis 5: Employee attitudes will be positively related to customer service outcomes.

In summary, this study aims to examine the mediating effect of POS on the relationship between three antecedents (procedural fairness, supervisor support, and organizational rewards) and employee attitudes, as well as the influence of employee attitudes on service performance. Although several studies have examined relationships of customer service outcomes at a unit-level of analysis (Currall, Towler, Judge, & Kohn, 2005; Susskind, Kacmar, & Borchgrevink, 2003; Vandenberghe et al. 2007; Subramony, Krause, Norton, & Burns, 2008) this study aims to examine these relationships at the individual level. A matched sample design will help to show individual attitudes in relation to specific behavioral outcomes.

CHAPTER III

METHOD

Data Collection and Sample

For the employee portion of this study, 104 undergraduate students from the University of Wisconsin Oshkosh were surveyed. Students voluntarily signed up through Sona-Systems in exchange for two research credits. Upon recruitment, the students were informed they would complete a packet of surveys and then deliver another survey packet with a self-addressed stamped envelope to their supervisor. Participants were asked to provide their names, which were used to link employee responses to their supervisor's responses. Key demographic features of the student sample were as follows: (a) 37.5% male and 62.5% female, (b) 80.8% between the ages 18-21, (c) 64.8% were college freshman, (d) 86.5% Caucasian, and (e) 22.15 months average tenure. Key demographic features of the supervisor sample were as follows: (a) 33.3% male and 66.7% female, (b) mean age of 34.90, (c) 15.6% had a high school diploma or equivalent degree, 6.3% had completed trade school, 28.1% had attended some college, 40.6% were college graduates, and 9.4% had a graduate education, (d) 90.9% Caucasian, and (e) 71.85 months average tenure.

Data Analysis

All hypotheses for the current study were tested using regression analysis. Hypotheses 1-3 were tested by entering the three antecedents (perceived supervisor support, organizational rewards, and procedural fairness) into two regression equations as

predictors, while using organizational and customer commitment as separate outcomes. Results were then analyzed to identify significant relationships. Then, in order to test hypotheses 1a-3a, POS was added to the equation to examine the relationship it had with each outcome. Evidence for mediation was considered present if (a) the regression coefficients for POS and the outcomes were significant, and (b) the significance for the antecedents to outcomes relationship diminished to non-significance. The Sobel test was used to determine statistical significance of the mediation effects. Hypotheses 4 and 5 were tested by entering organizational commitment and customer commitment into two regression equations as predictors with OCB and service performance as separate outcomes. Results were analyzed to identify significant relationships.

Measures Completed by the Employees

All items completed by employees can be found in Appendix A.

Perceived Organizational Support

An 8-item version of the Survey of Perceived Organizational Support (Eisenberger et al., 1986, 2002) was used. Respondents indicated their level of agreement with statements on a 7-point Likert-type scale (1 = *strongly disagree*; 7 = *strongly agree*).

Perceived Supervisor Support

Following Eisenberger et al. (2002), PSS was measured using the same 8-item survey as POS. Items were modified by replacing the word *organization* with *supervisor*. The same 7-point Likert-type scale was used to indicate employee agreement with items.

Organizational Rewards

Three items from Rhoades et al. (2001) were used to measure organizational rewards.

Procedural Fairness

Sixteen items from Niehoff and Moorman (1993) were used to measure procedural fairness. Respondents will be asked to indicate their level of agreement with statements on a 7-point Likert-type scale (1 = *strongly disagree*; 7 = *strongly agree*).

Employee Attitudes

Organizational commitment was measured using Meyer, Allen, and Smith's (1993) 6-item affective commitment scale, and customer commitment was measured using Susskind, Kacmar, and Borchgrevink's (2003) 5-item survey on customer orientation.

Measures Completed by the Supervisors

All items completed by supervisors can be found in Appendix B.

Organizational Citizenship Behaviors

The employee's supervisor will complete the 14-item OCB scale by MacKenzie, Podsakoff, and Fetter (1993).

Service Performance

Seven items relating to in-role performance (Liao and Chuang, 2004) were completed by the participants' supervisors. Respondents indicated their agreement to statements using a 7-point Likert-type scale (1 = *strongly disagree*; 7 = *strongly agree*).

Control Variables

Previous research has shown relationships between selected dependent variables and age (related to organizational commitment; Cohen, 1993), gender (related to organizational commitment; Marsden, Kalleberg, & Cook, 1993), and tenure (related to POS; Wayne et al. 1997). Therefore, these variables will be included as control variables in order to be more confident about the unique contribution of all hypothesized predictors on outcomes.

CHAPTER IV

RESULTS

Reliability coefficients for all measures used can be found in Table 1. Means, standard deviations, and inter-correlations can be found in Table 2.

Table 1
Alpha Levels of Measures Used

Measure	# of Items	Scale Origin	α
Survey of Perceived Organizational Support	8	Eisenberger et al., 1990	.88
Survey of Perceived Supervisor Support	8	Kottke & Sharafinski, 1988	.87
Organizational Rewards	3	Rhoades et al, 2001	.67*
Procedural Justice	16	Moorman, Blakely, & Niehoff, 1998	.96
Affective Commitment	6	Wayne, Shore, & Tetrick, 2002	.86
Customer Commitment	5	Susskind, Kacmar, Borchbrevink, 2003	.93
Organizational Citizenship Behaviors	7	Podsakoff, MacKenzie, & Fetter, 1993	.91
Service Performance	14	Liao & Chuang, 2004	.71

Note. * If items deleted α drops below .56.

The statistical method used to test all hypotheses was regression analysis. As can be seen in Table 3, a positive relationship was found between PSS and POS ($\beta = .60, p < .01, sr^2 = .32$), indicating support for Hypothesis 1. Similarly, a positive relationship was also found between procedural fairness and POS ($\beta = .18, p < .05, sr^2 = .04$), thus supporting Hypothesis 3. The data, however, failed to show a significant relationship between organizational rewards and POS ($\beta = .13, ns, sr^2 = .03$). Thus, Hypothesis 2 was not supported.

Table 2
Descriptive Statistics and Inter-Correlations Between Variables

Variable	M	SD	N	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Employee Age	20.80	4.21	104	—												
2. Employee Gender			104	.00	—											
3. Employee Tenure	22.15	19.73	104	.32***	.00	—										
4. Manager Age	34.90	11.88	31	-.25	.06	.05	—									
5. Manager Gender			33	-.12	.14	-.11	.12	—								
6. Manager Tenure	71.85	57.17	33	-.15	-.13	.37*	.45*	.00	—							
7. PSS	5.51	1.04	104	-.02	.03	-.14	-.11	-.13	-.04	—						
8. Organizational Rewards	3.41	.88	104	-.12	.17	.22*	-.07	.24	.08	.53***	—					
9. Procedural Fairness	4.81	1.24	104	.10	.06	.11	.06	.19	.04	.73***	.49**	—				
10. POS	5.02	1.14	104	.00	.14	.15	.09	.13	-.07	.80***	.55***	.69**	—			
11. Org. Commitment	3.95	1.42	103	.16	.19	.34***	.14	.00	.23	.52***	.54***	.40**	.60***	—		
12. Customer Commitment	4.43	.75	103	-.17	.11	.19	.10	.25	.07	.13	.28***	.22*	.25**	.25**	—	
13. Performance	4.66	.59	33	-.15	.33	-.01	.04	-.02	.23	.00	-.07	-.07	-.09	.24	.10	—
14. OCB	5.73	.90	33	.07	.45***	.13	-.07	.02	-.02	.09	.18	.09	.07	.41*	.43*	.48**

Note. Tenure is shown in months. * $p < .05$, ** $p < .01$, *** $p < .001$. PSS = Perceived Supervisor Support; POS = Perceived Organizational Support; OCB = Organizational Citizenship Behaviors.

Table 3
Hierarchical Regression Analyses Predicting Perceived Organizational Support^a

Variable	Perceived Organizational Support	
	Step 1	Step 2
Employee Age	-.05	.01
Employee Gender	.14	.09
Employee Tenure	.17	.02
PSS		.60**
Organizational Rewards		.13
Procedural Fairness		.18*
Overall <i>F</i>	1.53	35.81
Change <i>R</i> ²		.65**
Overall <i>R</i> ²	.04	.69**

Note. ^a Standardized regression coefficients are shown. * $p < .05$, ** $p < .01$. PSS = Perceived Supervisor Support.

To test for mediation, POS was entered into separate regression equations following the predictor variables using organizational commitment and customer commitment as outcomes. Table 4 shows that POS partially mediated the relationship between PSS, organizational rewards, procedural fairness, and organizational commitment ($\beta = .39, p < .01, sr^2 = .08$). All of the mediation effects were found to be statistically significant (PSS \rightarrow POS \rightarrow Organizational Commitment; $z = 3.60, p < .05$; Organizational Rewards \rightarrow POS \rightarrow Organizational Commitment; $z = 3.87, p < .05$; Procedural Fairness \rightarrow POS \rightarrow Organizational Commitment; $z = 4.77, p < .05$). Conversely, POS was not shown to mediate the relationship between the predictors and customer commitment ($\beta = .26, ns, sr^2 = .03$). Therefore, Hypotheses 1a, 2a, and 3a were only partially supported.

Hypothesis 4 predicted that employee attitudes would be positively related to OCB. As can be seen in Table 5, after controlling for all demographic variables, organizational commitment ($\beta = .35, ns, sr^2 = .13$) was not significantly related to OCB.

However, Table 6 shows that customer commitment ($\beta = .45, p < .05, sr^2 = .22$) was significantly related to OCB. Consequently, partial support was shown for Hypothesis 4.

The prediction that employee attitudes would be positively related to performance was the basis of Hypothesis 5. Table 5 shows that organizational commitment ($\beta = .19, ns, sr^2 = .04$) was not significantly related to performance. Likewise, Table 6 shows that customer commitment ($\beta = .09, ns, sr^2 = .01$) also did not have a significant relationship with performance. As a result, Hypothesis 5 was not supported.

Table 4
Regression Analyses Predicting Organizational Commitment and Customer Commitment^a

Variable	Organizational Commitment			Customer Commitment		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Employee Age	.06	.16	.16	-.26*	-.26*	-.26*
Employee Gender	.19*	.13	.09	.11	.07	.04
Employee Tenure	.32**	.17*	.17*	.27**	.24*	.23*
PSS		.39**	.16		-.22	-.39*
Organizational Rewards		.34**	.29*		.16	.12
Procedural Fairness		-.09	-.16		.30*	.25
POS			.38**			.29
Overall <i>F</i>	5.98**	13.29**	13.51**	3.95**	3.50**	3.50**
Change <i>R</i> ²		.30**	.05**		.07*	.03
Overall <i>R</i> ²	.15**	.45**	.50**	.11**	.18*	.21

Note. ^a Standardized regression coefficients are shown. * $p < .05$, ** $p < .01$. PSS = Perceived Supervisor Support; POS = Perceived Organizational Support

Table 5
Hierarchical Regression Analyses Predicting OCB and Performance^a

Variable	OCB		Performance	
	Step 1	Step 2	Step 1	Step 2
Employee Age	.01	-.03	-.10	-.13
Employee Gender	.47*	.40*	.40*	.36
Employee Tenure	.10	.02	-.13	-.17
Manager Age	-.12	-.15	-.17	-.18
Manager Gender	-.03	-.03	-.09	-.09
Manager Tenure	.06	.01	.39	.36
Organizational Commitment		.35		.19
Overall <i>F</i>	1.21	1.64	1.22	1.18
Change <i>R</i> ²		.10		.03
Overall <i>R</i> ²	.23	.33	.23	.26

Note. ^a Standardized regression coefficients are shown. * $p < .05$, ** $p < .01$.

Table 6
Hierarchical Regression Analyses Predicting OCB and Performance^a

Variable	OCB		Performance	
	Step 1	Step 2	Step 1	Step 2
Employee Age	.01	.13	-.10	-.08
Employee Gender	.47*	.44*	.40*	.40
Employee Tenure	.10	-.05	-.13	-.16
Manager Age	-.12	-.14	-.17	-.17
Manager Gender	-.03	-.14	-.09	-.11
Manager Tenure	.06	.10	.39	.40
Customer Commitment		.45*		.09
Overall <i>F</i>	1.21	2.22	1.22	1.04
Change <i>R</i> ²		.17		.01
Overall <i>R</i> ²	.23	.40	.23	.24

Note. ^a Standardized regression coefficients are shown. * $p < .05$, ** $p < .01$

CHAPTER V

DISCUSSION

The purpose of this study was to examine the mediating effect of POS on the relationship between the three antecedents (procedural fairness, supervisor support, and organizational rewards) and employee attitudes, as well as the influence of employee attitudes on service performance and OCB. The results of this study are consistent with organizational support theory in that favorable perceptions of POS lead employees to exhibit favorable attitudes and behaviors such as commitment to the organization and OCB. Similar to previous research (Rhoades et al., 2001), this study found that POS mediated the relationship between the antecedents and organizational commitment.

Contrary to previous research (Wayne, Shore, & Liden 1997; Rhoades et al., 2001; Rhoades & Eisenberger, 2002), organizational rewards were not found to significantly predict POS. However, perceived supervisor support and procedural fairness were found to account for a significant amount of variance in POS. This suggests that when employees perceive their supervisors to be supportive or organizational procedures to be fair, they are likely to view the organization as being supportive of them. These high levels of POS will then lead to stronger levels of commitment to the organization. Thus, with the aim of building a strong and committed workforce, organizations must encourage the support of employees through supervisors all the while ensuring that organizational procedures are seen as fair.

The results also suggest that organizations should be cognizant of the relationship between customer commitment and OCB. The findings suggest that employees who are

committed to meeting customer needs are also likely to go above and beyond their required tasks. Although bivariate correlations showed a relationship between POS and customer commitment, the regression equation failed to show a relationship. If significance had been found one could make the connection that increased levels of POS leads employees to be more committed to their customers as well as performing extra-role behaviors.

Limitations, Strengths, and Future Research

One of the major limitations of this study is the sample size. Although employee responses exceeded 100, only 33 of the participants' supervisors returned their surveys. Therefore, a small number of matched samples were used in regression equations to predict relationships between employee attitudes, OCB, and performance. Although bivariate correlations showed positive relationships for these variables the small sample size inhibited significant relationships in the regression equations. Future research should increase sample size for both employees and supervisors in order to increase the amount of matched samples obtained.

Another key limitation of this study is the population in which data was collected. All data was collected from students who were currently enrolled in classes which essentially prevented them from working full-time. Future research should try to obtain a working sample of full-time employees using the matched sample design. A sample in which employees are in a career, as opposed to a part-time job, has potential to increase feelings of commitment and even satisfaction with organizational rewards.

Aside from the limitations, this study has multiple strengths. The first major strength is that study data was collected from two different sources. As suggested by Dionne, Yammarino, Atwater, and James (2002), data was partitioned into a two-source set. By collecting data from employees and supervisors common source bias was prevented. Future research could call for supervisors to provide POS data along with performance data provided by customer evaluations. This would further ensure that common source bias is prevented while getting an outside perspective of how employees are performing.

A second major strength of this study is that all outcome data was collected after the predictors. This gives some evidence of temporal precedence. Although cause and effect cannot be determined directions of relationships between variables become clearer. Future research should use a cross-lagged design to help determine causal relationships.

The final strength of the study is that it produced findings similar to Rhoades et al. 2001. POS was found to significantly mediate the relationship between its antecedents and organizational commitment. The only difference being that organizational rewards did not significantly predict POS. This study produced significant results in one pathway between employee attitudes and behaviors, however, increasing the sample size and using a full-time sample in future research may produce significant results in the remaining pathways.

The present research has contributed to organizational support theory by confirming previous findings while examining relationships at the individual level. The matched sample design helped to show individual attitudes in relation to specific

behavioral outcomes. Assuming stable effect sizes, a larger sample is likely to show significance in the hypotheses that were not confirmed. Consequently, it is recommended that this study be replicated with a larger sample of employees and supervisors.

APPENDIX A

Student Survey Information

Informational Sheet for Students

Please read the following information carefully:

STUDY DESCRIPTION

A researcher at the University of Wisconsin Oshkosh is conducting a study to examine employees' pay perceptions, levels of perceived supervisor support, and procedural fairness in relation to their work attitudes and service performance. In this study, you will be asked to complete several surveys relating to organizational support, supervisor support, pay perceptions, procedural fairness, customer commitment, organizational commitment, positive/negative affect, and job satisfaction. Information from these surveys will help us understand the relationships previously described. Completing the surveys should take approximately 25 minutes.

ANONYMITY

By completing these surveys, you are providing the researcher with your consent to voluntarily participate in the study. Information regarding your name will be collected; however, upon matching your name with your employer it will be removed. Only the researcher will have access to the information that you provide. You have the right to withdraw yourself from the study at any point you would like.

Informed Consent

The Effects of Pay Perceptions, Perceived Supervisor Support, and Procedural Fairness on Employee Attitudes and Customer Service Outcomes

Mike Hinschberger, a graduate student of the Department of Psychology in the University of Wisconsin Oshkosh is conducting a study to examine employees' pay perceptions, levels of perceived supervisor support, and procedural fairness in relation to their work attitudes and service performance.

In participating in this research it is asked of you to fill out several surveys relating to organizational support, supervisor support, pay perceptions, procedural fairness, customer commitment, organizational commitment, positive/negative affect, and job satisfaction. Also, it will be asked of your supervisors to fill out a short questionnaire relating to your service performance.

With this study, no immediate or long-range risks are anticipated. The only inconvenience will be having to take the extra time to fill out the surveys. It is possible that participating in this study will not directly benefit you.

Information gathered from the surveys will require you to reveal your name. However, upon matching your name to the employer this information will be removed. The person with access to your information will be Mike Hinschberger. Information you provide will not be shared with your supervisor/employer.

If at any time during the study you wish to withdraw, you may do so without penalty. At that point, any information you have already submitted will be destroyed upon your request. If you choose to complete the entire study, when results have been analyzed, the findings from the research can be shared with you. However, if you have questions before results are analyzed please feel free to contact the researcher:

Michael D. Hinschberger
Industrial/Organizational Masters Candidate
Department of Psychology
UW Oshkosh
Oshkosh, WI 54901
701.740.2835

If at any point during the study you feel you have been mistreated, please call or write:

Dr. Frances Rauscher, IRB Chair
For Protection of Human Participants
c/o Grants Office
UW Oshkosh
Oshkosh, WI 54901
920.424.1415

Your name may be required with your complaint; however, it will be kept in confidence.

I have received an explanation of the study and agree to participate. I understand that my participation in this study is completely voluntary.

PRINTED NAME

SIGNATURE

DATE

Survey of Perceived Organizational Support/Survey of Perceived Supervisor Support							
Please read each item and then circle the number that best reflects your opinion about it.	Strongly disagree						Strongly agree
1. The <i>organization</i> strongly considers my goals and values.	1	2	3	4	5	6	7
1a. My <i>supervisor</i> strongly considers my goals and values.	1	2	3	4	5	6	7
2. Help is available from the <i>organization</i> when I have a problem.	1	2	3	4	5	6	7
2a. Help is available from my <i>supervisor</i> when I have a problem.	1	2	3	4	5	6	7
3. The <i>organization</i> really cares about my well-being.	1	2	3	4	5	6	7
3a. My <i>supervisor</i> really cares about my well-being.	1	2	3	4	5	6	7
4. The <i>organization</i> would forgive an honest mistake on my part.	1	2	3	4	5	6	7
4a. My <i>supervisor</i> would forgive an honest mistake on my part.	1	2	3	4	5	6	7
5. The <i>organization</i> is willing to help me when I need a special favor.	1	2	3	4	5	6	7
5a. My <i>supervisor</i> is willing to help me when I need a special favor.	1	2	3	4	5	6	7
6. If given the opportunity, the <i>organization</i> would take advantage of me.	1	2	3	4	5	6	7
6a. If given the opportunity, my <i>supervisor</i> would take advantage of me.	1	2	3	4	5	6	7
7. The <i>organization</i> shows very little concern for me.	1	2	3	4	5	6	7
7a. My <i>supervisor</i> shows very little concern for me.	1	2	3	4	5	6	7
8. The <i>organization</i> cares about my opinions.	1	2	3	4	5	6	7
8a. My <i>supervisor</i> cares about my opinions.	1	2	3	4	5	6	7

Procedural Fairness							
Please read each item and then circle the number that best reflects your opinion about it.	Strongly disagree						Strongly agree
1. Job decisions are made by the general manager in an unbiased manner.	1	2	3	4	5	6	7
2. My general manager makes sure that all employee concerns are heard before job decisions are made.	1	2	3	4	5	6	7
3. To make job decisions, my general manager collects accurate and complete information.	1	2	3	4	5	6	7
4. My general manager clarifies decisions and provides additional information when requested by employees.	1	2	3	4	5	6	7
5. All job decisions are applied consistently across all affected employees.	1	2	3	4	5	6	7
6. Employees are allowed to challenge or appeal job decisions made by the general manager.	1	2	3	4	5	6	7
7. Employees are allowed to challenge or appeal job decisions made by the general manager.	1	2	3	4	5	6	7
8. When decisions are made about my job, the general manager treats me with kindness and consideration.	1	2	3	4	5	6	7
9. When decisions are made about my job, the general manager treats me with respect and dignity.	1	2	3	4	5	6	7
10. When decisions are made about my job, the general manager is sensitive to my personal needs.	1	2	3	4	5	6	7
11. When decisions are made about my job, the general manager deals with me in a truthful manner.	1	2	3	4	5	6	7
12. When decisions are made about my job, the general manager shows concern for my rights as an employee.	1	2	3	4	5	6	7
13. Concerning decisions made about my job, the general manager discusses the implications of the decisions with me.	1	2	3	4	5	6	7
14. The general manager offers adequate justifications for decisions made about my job.	1	2	3	4	5	6	7
15. When making decisions about my job, the general manager offers explanations that make sense to me.	1	2	3	4	5	6	7
16. My general manager explains very clearly any decisions made about my job.	1	2	3	4	5	6	7

Organizational Rewards					
Please read each item and then circle the number that best reflects your opinion about how it applies to your current job.	Very unfavorable				Very favorable
1. Recognition for good work.	1	2	3	4	5
2. Opportunity for advancement.	1	2	3	4	5
3. Opportunity for high earnings.	1	2	3	4	5

Affective (Organizational) Commitment							
Please read each item and then circle the number that best reflects your opinion about it.	Strongly disagree						Strongly agree
1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5	6	7
2. I really feel as if this organization's problems are my own.	1	2	3	4	5	6	7
3. I do not feel like 'part of the family' at my organization.	1	2	3	4	5	6	7
4. I do not feel 'emotionally attached' to this organization.	1	2	3	4	5	6	7
5. This organization has a great deal of personal meaning for me.	1	2	3	4	5	6	7
6. I do not feel a strong sense of belonging to my organization.	1	2	3	4	5	6	7

Customer Commitment					
Please read each item and then circle the number that best reflects your opinion about it.	Strongly disagree				Strongly agree
1. When performing my job, the customer is most important to me.	1	2	3	4	5
2. It is best to ensure that our customers receive the best possible service available.	1	2	3	4	5
3. If possible, I meet all requests made by my customers.	1	2	3	4	5
4. As an employee responsible for providing service, customers are very important to me.	1	2	3	4	5
5. I believe that providing timely, efficient service to customers is a major function of my job.	1	2	3	4	5

APPENDIX B

Supervisor Survey Information

Informational Sheet for Supervisors

Please read the following information carefully:

STUDY DESCRIPTION

A researcher at the University of Wisconsin Oshkosh is conducting a study to examine employees' pay perceptions, levels of perceived supervisor support, and procedural fairness in relation to their work attitudes and service performance. In this study, you will be asked to complete a couple of surveys relating to your employee's customer service behaviors. Information from these surveys will help us understand the relationships previously described. Completing the surveys should take approximately 15 minutes. When completed, please return the survey via mail in the envelope provided.

ANONYMITY

By completing these surveys, you are providing the researcher with your consent to voluntarily participate in the study. Information regarding your name will be collected; however, upon matching your name with your employee it will be removed. Only the researcher will have access to the information that you provide. None of the information will be shared with the employee. You have the right to withdraw yourself from the study at any point you would like.

Organizational Citizenship Behaviors							
Please read each item and then circle the number that best reflects the employee you are evaluating.	Strongly Disagree						Strongly Agree
1. "Keeps up" with developments in the company.	1	2	3	4	5	6	7
2. Attends functions that are not required, but that help the company image.	1	2	3	4	5	6	7
3. Is willing to risk disapproval in order to express his/her beliefs about what's best for the company.	1	2	3	4	5	6	7
4. Consumes a lot of time complaining about trivial matters.	1	2	3	4	5	6	7
5. Tends to make "mountains out of molehills: (makes problems bigger than they are)	1	2	3	4	5	6	7
6. Always focuses on what's wrong with his/her situation, rather than the positive side of it.	1	2	3	4	5	6	7
7. Helps orient new employees even though it is not required.	1	2	3	4	5	6	7
8. Is always ready to help of to lend a helping hand to those around him/her.	1	2	3	4	5	6	7
9. Willingly gives of his/her time to help others.	1	2	3	4	5	6	7
10. Conscientiously follows company regulations and procedures.	1	2	3	4	5	6	7
11. Returns phone calls and responds to other messages and requests for information promptly.	1	2	3	4	5	6	7
12. Is one of my best employees	1	2	3	4	5	6	7
13. All things considered, this employee is outstanding.	1	2	3	4	5	6	7
14. All things considered, this employee performs his/her job the way I like to see it performed.	1	2	3	4	5	6	7

Service Performance							
Please read each item and then circle the number that best reflects the employee you are evaluating.	Completely unsatisfactory						Extremely satisfactory
1. Being friendly and helpful to customers.	1	2	3	4	5	6	7
2. Approaching customers quickly.	1	2	3	4	5	6	7
3. Asking good questions and listening to find out what a customer wants.	1	2	3	4	5	6	7
4. Being able to help customers when needed.	1	2	3	4	5	6	7
5. Pointing out and relating item features to a customer's needs.	1	2	3	4	5	6	7
6. Suggesting items customers might like but did not think of.	1	2	3	4	5	6	7
7. Explaining an item's features and benefits to overcome a customer's objections.	1	2	3	4	5	6	7

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