

# **A Study of the Impact of Restaurant Affiliation on Part-time Workers' Organizational Citizenship Behavior**

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## **Abstract**

## **Introduction**

Many restaurant managers argue that part-time workers have a higher turnover rate and their work behaviors (i.e., organization commitment (OC) and organization citizenship behavior (OCB)) could not compete with full-time workers (DiPietro & Milman, 2004; Muller & Woods, 1994). In addition, it is hard to retain part-time employees in the restaurant industry because of the comparatively lower compensation and management support (Muller & Woods, 1994). Many factors contribute to the higher turnover rate of part-time employees. These factors include unequal treatment (Cho & Johanson, 2008), displeasing work condition, and less promotion opportunities (Pizam, 1982; Pizam & Ellis, 1999).

Intuitively, different restaurant affiliations vary in many of these factors. The purpose of this study is to investigate whether different management styles in two different restaurant affiliations have different impacts on part-time employees' perception toward their organizations. The study examines both chain and independent restaurants. By definition, chain restaurant is a restaurant under management contract and franchise

management(Ranson, Hinings, & Gressnwood, 1980), while an independent restaurant is operated and owned by the owner and/or entrepreneurs (Stamper & VanDyne, 2001).

### **Literature Review**

Dienhart, Gregoire, Downey, and Knight (1992) indicated that the purpose of organizational support (OS) is to let servers offer optimal service to customers. Levinson (1965) suggested that employees consider supervisor support (SS) representative of the organization. In addition, organizational commitment (OC) correlates with how employees identify their organization (Mathieu & Zajac, 1990; Meyer, Allen, & Smith, 1993). The social network theory is used to explain the connections among SS, OS, and OC (Cho et al., 2009), and many empirical studies have demonstrated the positive relationships among the three (Cho & Johanson, 2008; Eisenberger, Fasolo, & Davis-LaMaastro, 1990; Eisenberger et al., 2002; Loi, Hang-yue, & Sharon, 2006). Organizational citizenship behavior (OCB) is used to explain why employees' performance differs (Organ & Ryan, 1998) in four proposed dimensions (Dick, 2003; VanDyne, Graham, and Dienesch, 1994). The results of these studies indicated that employees' good performances of OCB are associated with higher quality of supervisor support.

### **Methods**

The self-administered and close-ended survey questionnaire with ordered choice was used to survey a sample of part-time employees in the restaurant industry. A convenient sampling was used to distribute among part-time employees at chain and independent restaurants at a university town in the Mid-West in 2010. 500 questionnaires were distributed, out of which 185 completed ones were used in the analysis. This study used the hierarchical moderated regression analysis (Aiken & West, 1991) to test the hypotheses.

## Result

**Table 1 Hierarchical moderated regression analysis on OCB**

	Model 1	Model 2	Model 3
<b>Control Variable</b>			
β1 Gender	-.03	.049	.045
β 2 Current working experiences	-.061	.01	-.007
β 3 Job position	-.118	.085	-.068
<b>Independent Variables</b>			
β 4 Supervisor Support (SS)		.326***	.557***
β 5 Organization Support (OS)		-.105	-.202
β 6 Organization Commitment (OC)		.547***	.559***
β 7 Restaurant affiliation (Chain and Independent restaurants)		.126*	.774***
<b>Interaction</b>			
β8 SS X Restaurant affiliation			-1.036***
β9 OS X Restaurant affiliation			.459
β10 OC X Restaurant affiliation			-.133
R <sup>2</sup>	.02	.52	.562
Adjust R <sup>2</sup>	.003	.501	.537
F-value	1.214	27.431***	22.358***
Δ R <sup>2</sup>		.50	.042
F-value for Δ R <sup>2</sup>		46.67***	16.8***

Note: Standardized regression coefficients are reported in columns marked Model 1, Model 2, Model 3

\*P<.05; \*\*p<.01; \*\*\*p<.001

In total, 84 respondents were from chain restaurants and 101 respondents from independent restaurants. Results of the hierarchical moderated regression analysis (as seen in Table 1) show that the addition of the interaction terms significantly improves the amount of

variance in part-time employees' organizational citizenship behavior (OCB) ( $\Delta R^2 = .042$ ,  $F = 16.8$ ,  $p < .001$ ). Among the independent variables, supervisor support (SS) ( $\beta_1 = .557$ ,  $p < .001$ ) and organizational commitment (OC) ( $\beta_3 = .559$ ,  $p < .001$ ) remained significant in the final model, while organizational support (OS) ( $\beta_2 = -.202$ , N.S.) became insignificant. The results suggested part-time workers' perception of SS and their OC were positively associated with their organizational citizenship behavior. However, there was not significant relationship between part-time workers perceived OS and their OCB. In addition, only one of the three interaction terms of restaurant affiliation was significantly related to part-time employees' OCB ( $\beta_8 = -1.036$ ,  $p < .001$ ). Overall, the interaction of restaurant affiliation (chain and independent restaurants) and perceived SS helped to predict part-time employees' OCB.

### **Conclusion**

The results showed the restaurant affiliation interacted with part-time workers perceived SS and the interaction affected their OCB. In addition, standardized system of policies and procedures employed by chain restaurants were more useful in improving part-time employees' perceived organizational support and supervisor support.

### **Key References**

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