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경영학석사학위논문

**Effect of Differential Customer Treatment on Employee Job
Satisfaction: The Role of Perceived Guiltiness, Understanding of
Distributive Justice, and Empowerment**

2018년 2월

서울대학교 대학원
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지도교수 이 유 재
이 논문을 경영학석사학위 논문으로 제출함

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김미현의 석사학위논문을 인준함

2018년 2월

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Abstract

Effect of Differential Customer Treatment on Employee Job Satisfaction: The Role of Perceived Guiltiness, Understanding of Distributive Justice, and Empowerment

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Many service providers treat each customer differently based on their profitability. Prior research on this phenomenon either takes management perspectives or customer perspectives. In contrast, the current research examines this effect of *differential customer treatment* from the perspective of employees. Specifically, this study investigates employees' feeling of guilt in the process of providing differential customer treatment and how it effects employees' job satisfaction. Applying the concept of distributive justice to differential customer treatment, employees' preference for the principle of equity versus equality is used to predict the level of guilt they associate with during service exchange. The findings indicate that the perceived feeling of guilt regarding differential customer

treatment negatively affect job satisfaction, but the presence of empowerment can significantly mitigate this adverse effect by strengthening job satisfaction.

Keywords: Differential Customer Treatment, Job Satisfaction, Distributive Justice, Guilt, Empowerment

Student Number: 2016-20543

Table of Contents

I. Introduction	1
II. Conceptual Background and Hypotheses.....	5
2.1 Differential Customer Treatment	5
2.2 Guilt and Distributive Justice	6
2.3 Guilt and Job Satisfaction.....	9
2.4 Empowerment and Job Satisfaction.....	9
III. Experiment	12
3.1 Participants	12
3.2 Procedure and Measures	12
3.3 Result.....	14
IV. Conclusion	18
4.1 Discussion	18
4.2 Limitations and Suggestions for Future Research	19
V. Reference	21
VI. Appendix	24

I. Introduction

The old cliché, “the customer is always king” has expired. Over the decades, many service firms have learned that not *all* of their customers are profitable. Innovative service firms today recognize that they can maximize their profits by setting clear priorities among their customers and allocating resources according to their priorities. This idea of customer prioritization implies that selected customers receive different and preferential treatment as a marketing instrument (Bolton, Lemon, and Verhoef 2004). The present study uses the term *differential customer treatment* to refer to this phenomenon of firms’ profitability-based gradations when serving customers. That is, differential customer treatment denotes the spectrum with a firm’s preferential, special treatment of its most profitable customers at one end (Gwinner, Gremler, and Bitner 1998) and the divestment of its less profitable customers at the other (Mittal, Sarkees, and Murshed 2008).

Zeithaml, Rust, and Lemon (2001, p. 118) emphasize that “[w]hile companies may want to treat all customers with superior service, they find it is neither practical nor profitable to meet all customers’ expectations.” It seems to be common sense for firms to analyze customers’ potential

profitability and treat each customer differently in accordance to increase profits. However, prior research also points out the negative effects of this differential customer treatment. Differential customer treatment can leave lower-priority customers dissatisfied (Brady 2000; Gerstner and Libal 2006), and these dissatisfied customers might defect or spread negative word of mouth, leading to a decline in long-term sales and profits (Hogan, Lemon, and Libai 2003; Kumar and George 2007; Reichheld and Sasser 1990). Prior research either takes the customers' perspective (e.g., Brady 2000; Gerstner and Libal 2006) or management perspective (e.g., Thompson 2011). However, not much research has focused on the employees' perspective on differential customer treatment. Since firms' frontline employees are the ones who actually provide services to customers, it is important to understand the employees' view of differential customer treatment.

Taking this gap in research as a starting point, this work aims to examine employees' emotions when providing distinctive service to customers depending on their profitability. Specifically, this study focuses on employees' feeling of *guilt* in the process of providing differential customer treatment. Guilt involves feelings of regret, anxiousness, stress, and self-reproach that one experiences when they take a negative view of

their behavior (Lewis, 1993). The interpersonal theory posits that the feeling of guilt results from the awareness of having caused unjustified harm to another. Although differential customer treatment is only based on the economic motivation of maximizing profits, it implies an unequal distribution of goods and services (Mayser and Wangenheim, 2012). In other words, differential customer treatment may lead frontline employees to perform customer discrimination, which can result in a negative self-evaluation of frontline employees, thereby evoking guilt.

Because guilt occurs from the violation of internalized moral norms (Gangemi and Mancini, 2007), employees' personal understanding of distributive justice in economic exchange may moderate the effect of differential customer treatment on the feeling of guilt. That is, an employee with a preference for the principle of equity (i.e., a preference for the proportionality of inputs and outcomes) or the principle of equality (i.e., a preference for the equality of outcome, independent of inputs) may evoke different emotions of guilt in employees when providing differential customer treatment. Further, it is expected that guilt will affect employees' job satisfaction. In sum, this research seeks to answer these two research questions: 1) will differential customer treatment lead employees to feel guilty? and 2) does employees' understanding of distributive justice

(equity v. equality) matter in explaining the relationship between differential customer treatment and the feeling of guilt?

II. Conceptual Background and Hypotheses

2.1 Differential Customer Treatment

As mentioned in the introduction, this study uses the expression differential customer treatment as the term for the behavior of firms to provide a profitability-based gradation of service to customers. For instance, hotels may provide exclusive service to their VIP guests on their private floor. On the contrary, they may refuse to provide service to customers whose profiles indicate previous dysfunctional behavior. Banks sometimes offer special rates to profitable customers, whereas they may refuse to open accounts for over-indebted consumers (Federation of German Consumer Organization 2007).

Differential customer treatment is not a new concept in the field of marketing. Kotler and Levy (1971) used the term demarketing to indicate the intentional behavior of firms to discourage consumers from engaging in marketing exchange. However, it was when relationship marketing became popular that differential customer treatment came under the spotlight. Over time, many firms learned from long-term profitability analyses that not all customer relationships result in profits (Mayser and Wagenheim 2012). Scholars have also reported that the calculation of

customer relationship profitability and the accordingly-differentiated treatment of customers can lead to better financial performance for many service providers (Selden and Colvin 2003; Zeithaml, Rust, and Lemon 2001).

Differential customer treatment, however, encourages service providers to discriminate customers depending on their (future) profitability. Thus, frontline employees who provide differential customer treatment may encounter uncomfortable emotions, such as guilt towards customers who have not been treated well.

Hypothesis 1: Providing differential customer treatment (v. not providing differential customer treatment) increases employees' feeling of guilt.

2.2 Guilt and Distributive Justice

Guilt is a moral, self-conscious emotion experienced when an individual has committed some failing or transgression within an interpersonal context (Lewis, 1971; Tangney and Dearing 2002). In other words, guilt is a negative emotion which results from violating one's internalized moral norm, formed during one's life as what Freud (1961) called the superego. According to Freud's psychoanalytic theory of

personality, the superego is a component of an individual's personality composed of internalized ideals acquired from family and society (Freud, 1961).

Because differential customer treatment mainly implies an unequal distribution of goods or services (Mayser and Wangenheim, 2012), employees' personal understanding of distributive justice may affect their evaluation of their own behavior when providing differential customer treatment. In general, distributive justice refers to the proportionality of inputs and outputs (Mayser and Wangenheim, 2012). If inputs and outputs are exactly proportional, equity is obtained. If outputs are allocated independently of inputs to ensure equal allocation of resources, equality is obtained (Seiders and Berry 1998).

From the equity perspective, differential customer treatment can be considered fair (Mayser and Wangenheim, 2012). That is, customers who spend more money can expect extra services. In the same context, customers with fewer inputs should expect correspondingly less favorable services. From the equality perspective, differential customer treatment can be considered unfair. The principle of equality views that all humans are created equal and they ought to be treated "equally," that is, treated the same regardless of profitability.

The equity versus equality perspective reflects one's internalized philosophy of viewing economic exchange. Since the feeling of guilt occurs when violating one's internalized moral norm, differential customer treatment may give rise to guilt in employees depending on their preference for equity or equality. In other words, employees' personal understanding of distributive justice (equity v. equality) will moderate the effect of differential customer treatment on guilt emotion.

Hypothesis 2: Employees' understanding of distributive justice (equity v. equality) moderates the relationship between differential customer treatment and perceived guilt.

Hypothesis 2a: When employee prefers the principle of equity (over equality) in economic exchanges, the less guilt they perceive regarding differential customer treatment.

Hypothesis 2b: When employee prefers the principle of equality (over equity) in economic exchanges, the more guilt they perceive regarding differential customer treatment.

2.3 Guilt and Job Satisfaction

Job satisfaction is a positive emotional state that arises from an individual's subjective experience with his/her job (Locke, 1976). It reflects the degree to which a person's wants, needs, or expectations are met at work (Cranny et al., 1992). Spector (1996) simply defined job satisfaction as "the extent to which people like their jobs" (p. 214). Guilt may help determine employees' job (dis)satisfaction because guilt regulates behavior by inflicting intrapsychic punishment for violating one's internal standard of worthy behavior. Guilt provides immediate aversive feedback when one's actual behavior deviates from expectations. Thus, the feeling of guilt will let employees know that they have failed to adhere to their standard of behavior, leading to job dissatisfaction. Thus, it is hypothesized that:

Hypothesis 3: Employees' perceived guilt regarding differential customer treatment affects their job satisfaction.

2.4 Empowerment and Job Satisfaction

Empowerment occurs when employees are given authority and

discretion in performing a task (Melhem, 2004). Melhem (2004) defines empowerment as a state of mind that experiences qualities such as control-accountability, awareness, equity and shared responsibility. Significant attention has been given to empowerment due to its' impact on organizational effectiveness (Conger and Kanungo, 1988). Empowerment influences work practices by transferring power from management to employees (Clutterbuck, 1994). Empowerment is especially crucial in the service industry (Lin, 2002) as employees require a certain level of authority to respond promptly to unpredictable service situations (Wilson, 2000). Thus, by empowering employees and allowing them to exercise discretion, firms can differentiate their immediate communications with customers (Ellinger et al., 2007) and customize their service delivery (Mohammed and Ahmed, 1998). In this sense, empowerment can have a significant impact on job satisfaction.

Hypothesis 4: Empowerment given to employee moderates the relationship between guilt (perceived regarding differential customer treatment) and job satisfaction.

Hypothesis 4a: When empowerment is given, employees are more satisfied.

Hypothesis 4b: When empowerment is not given, employees are less satisfied.

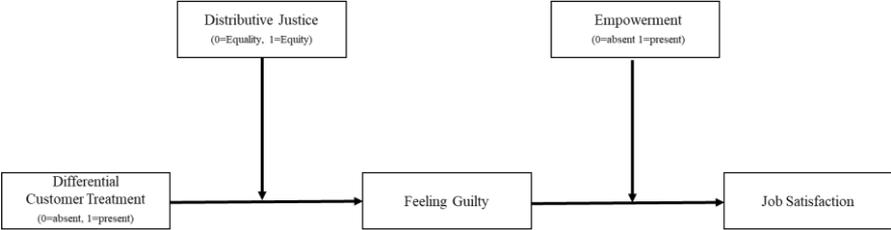


Figure 1. Theoretical Model

III. Experiment

3.1 Participants

300 participants were recruited from Prolific in exchange for .50 pound to complete an online study hosted on Qualtrics. Participants who did not correctly answer the question regarding the scenario as part of the attention check (n=8) were excluded from the subsequent questionnaire, leaving a final sample of 292 participants (140, 48%, men; 152, 52%, women). The present study used a 2 x 2 experimental design with random assignment.

3.2 Procedure and Measures

The survey was comprised of three parts. First, participants were asked questions on their general preference for equity versus equality in economic exchange. This equity versus equality scale was comprised two items adapted from Mayser and Wangenheim (2012). Participants were asked to answer their general preferences based on a 5-point Likert scale (1=strongly disagree, 5=strongly agree).

In the second part of the survey, participants were randomly

assigned into one of four conditions that instructed them to imagine themselves as an employee at a hotel. The four conditions were set as follows: (a) differential customer treatment *present* and empowerment *absent* condition, (b) both differential customer treatment and empowerment *present* condition, (c) both differential customer treatment and empowerment *absent* condition and (d) differential customer treatment *absent* and empowerment *present* conditions (See Appendix A). After reading the scenario, participants were asked to rate their perceived differential customer treatment and empowerment based on a 7-point Likert scale including a manipulation check.

The third part of the survey contained questions pertaining to their perceived feelings, focusing on the feeling of guilt. The scale for guilt was adopted and modified from state guilt measurement of The Guilt Inventory (Kugler & Jones 1992) for assessing participants' state guilt ($\alpha=.88$; 3 items). Then, the participants were asked about their job satisfaction using 3 items adopted from Job Content Questionnaire v 1.7 (Karasek, 1997). Participants were asked to respond to each question based on a 7-point Likert scale ranging it from "strongly disagree" to "strongly agree" (see Appendix B).

3.3 Result

Manipulation Checks. Participants who were assigned at differential customer *present* condition (scenario A and B; see Appendix A) perceived higher differential customer treatment than differential customer absent condition (scenario C and D), ($M_{\text{dct present}} = 2.90$, $SD = .387$ vs $M_{\text{dct absent}} = 1.47$, $SD = 1.47$; $p < .01$). Participant who were assigned to empowerment present condition (scenario A and C) perceived that they were given more empowerment than participants who were assigned to empowerment absent condition (scenario B and C), ($M_{\text{empowerment present}} = 5.98$, $SD = .87$ vs $M_{\text{empowerment absent}} = 4.64$, $SD = 1.52$; $p < .01$).

Test of Hypotheses. To test proposed hypotheses, bootstrapping analysis ($n = 10,000$; Preacher, Rucker & Hayes, 2007) was performed using the PROCESS syntax in SPSS provided by Hayes (2013). Utilizing PROCESS model 21, differential customer treatment manipulation (0 = dct absent, 1 = dct present) was set as the independent variable, perceived guilt as the mediator, participants' general preference of distributive justice (0 = equality, 1 = equity) as the moderator in the relationship between differential customer treatment and perceived guilt; and empowerment manipulation (0 = empowerment absent, 1 = empowerment present) as the moderator in the relationship between perceived guilt and the dependent

variable of job satisfaction. The full results for each moderated mediation can be found in Table 1.

Pathways	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% CI
DCT → Guilty (a)	2.656	.162	16.399	.000***	[2.338, 2.975]
Guilty → Job Satisfaction (b)	-.555	.046	-12.148	.000***	[-.645, -.465]
DCT → Job Satisfaction (c') direct	.036	.175	.209	.835	[-.308, .381]
Distributive Justice → Guilty	-.577	.167	-3.461	.001**	[-.904, -.249]
Empowerment → Job Satisfaction	.389	.130	2.982	.003**	[.132, .645]
DCT x Distributive Justice → Guilty	-1.117	.333	-3.353	.001**	[-1.773, -.462]
Guilty x Empowerment → Job Satisfaction	.161	.067	2.412	.017*	[.030, .292]
Moderated moderated mediation				Index	95% bootstrap CI
				-.180	[-.400, -.024]
Conditional effects					
of Justice Distribution	Equality (0)				[2.679, 3.491]
	Equity (1)				[1.452, 2.483]
of Empowerment	Empowerment absent(0)				[.298, 1.142]
	Empowerment present(1)				[.217, .869]

Table 1. Moderated mediation results (PROCESS model 21)

The relationship among differential customer treatment, perceived guilt, and the job satisfaction (see Table 1 and Fig. 2) were tested using Model 21. The full model was found to be significant ($R^2 = .50$), $F(3, 288) = 98.58$, $p < .001$. Preference of distributive justice (equity v. equality) moderated the effect of differential customer treatment on perceived guilt, thereby supporting hypothesis 2. Moreover, the presence of empowerment moderated the relationship between guilt and job satisfaction to support

hypothesis 4, such that when there was empowerment given, participants showed higher job satisfaction.

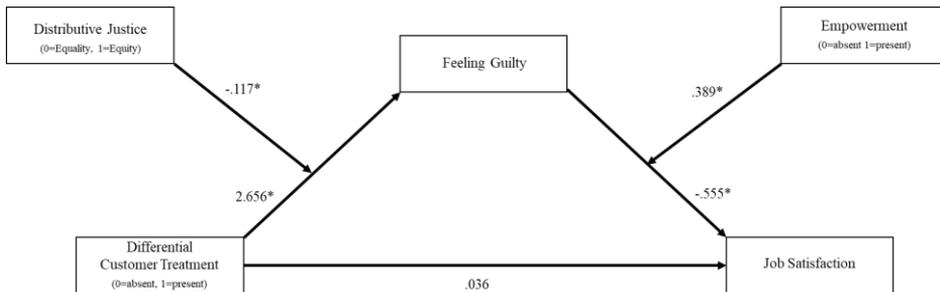


Figure 2. Moderated mediation result (PROCESS model 21)

To further test the hypotheses, a one-way ANOVA was conducted. The results showed that in differential customer treatment present condition, the participants' preference of distributive justice significantly affected the relationship between differential customer treatment and perceived guilt. Participants with equality preference significantly felt higher guilt than participants with equity preference ($M_{\text{equality}} = 5.21$, $SD = 1.55$ vs $M_{\text{equity}} = 4.06$, $SD = 1.58$; $p < .001$). On the other hand, in differential customer treatment absent condition, the preference of distributive justice did not matter ($M_{\text{equality}} = 2.12$, $SD = 1.24$ vs $M_{\text{equity}} =$

2.10, SD = 1.05; $p = .89$), supporting hypotheses 1 and 2.

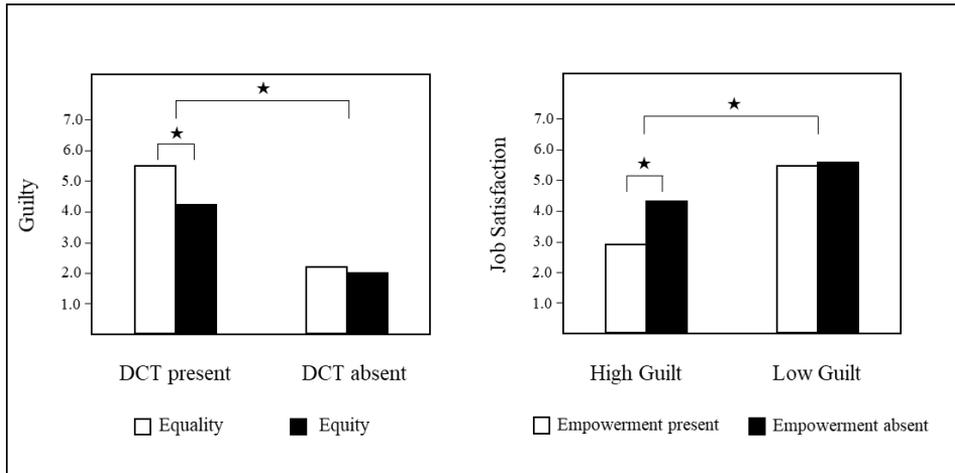


Figure 3. ANOVA results of Moderations

Another one-way ANOVA was conducted to test the moderating effect of empowerment on the path between perceived guilt and job satisfaction. For this test, guilt measure was median split into high guilt and low guilt conditions. In high guilt condition, participants who were given with empowerment significantly exhibited higher job satisfaction ($M_{\text{empowerment present}} = 4.07$, $SD = 1.28$ vs $M_{\text{empowerment absent}} = 2.97$, $SD = 1.36$; $p < .001$). On the other hand, in low guilt condition, the presence of empowerment did not affect participants' job satisfaction ($M_{\text{empowerment present}} = 5.41$, $SD = 1.07$ vs $M_{\text{empowerment absent}} = 2.34$, $SD = .83$; $p = .68$). The results are summarized in Figure 3.

IV. Conclusion

4.1 Discussion

Despite the increased attention given to differential customer treatment by service firms and the academia, research has been relatively lacking on how this phenomenon affects frontline employees who encounter customers on a daily basis and are required to provide differential treatment. This study aimed to provide insight on how differential customer treatment affects firms' internal customers – the employees. The findings show that differential customer treatment leads employees to evaluate self-behavior negatively and experience the feeling of guilt. However, employees' understanding of distributive justice (i.e., their preference for the principle of equity v. the principle of equality) was found to be of significant importance in the effects of differential customer treatment on guilt feeling. In other words, the principles of distributive justice are an important indicator of employees' emotion when evaluating self-behavior during the provision of differential customer treatment.

The findings suggest several implications for service firms in managing their employees. Firms may benefit from grasping each employees' perspective on distributive justice and using this knowledge as

one of the guidelines for cultivating and positioning employees. For instance, employees with equity perspective may be more conducive to working in a department where differential customer treatment is clearly present, whereas employees with equality perspective may struggle if assigned to a department where they must provide differential customer treatment daily. In this way, firms may be able to manage employees' negative emotions better, thereby preventing job stress. Moreover, depending on firms' customer treatment strategy, firms may screen potential employees' viewpoint of distributive justice in the hiring process to select those who fit well with the firm.

4.2 Limitations and Suggestions for Future Research

Certain limitations are present due to the research design. The data for this study was collected through a self-report survey. Although converging evidence was found using scenario-based experimental survey, the study only reports participants' perceptions and captures their emotional intention, but not their actual emotions. Thus, future research may build on the presented findings through field experiments.

Also, the present study explores the employees' emotions when providing differential customer treatment. Specifically, it investigates the negative

emotions they may experience from negative self-evaluation, that is, guilt. When individuals transgress and feel guilt, it causes bad feelings about their behavior (Tangney et al., 1996), but this study does not investigate employees' behavior after encountering guilt emotion caused from differential customer treatment. Future research may further explore employees' behavior after experiencing guilt, using employees' job satisfaction or job performance as a variable.

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VI. Appendix

Appendix A. Scenario

Instruction: Please read the following scenario carefully.

Scenario #1: (O) DCT / (X)Empowerment

Imagine you are a Front Desk Receptionist at Hotel X

You came to work. It is a very busy day with 100% occupancy. While you are working, one of Hotel's top VIP guests walked in without a reservation. He wants to stay in the Executive Suite (the best room in the Hotel) as usual. There is only one Executive Suite left for tonight. However, this room was reserved for another guest two months ago. The note on the reservation says, "It is my mother's 50th birthday and I am preparing a surprise for her. Please give us the Executive Suite with an ocean view".

You struggle whether you should give the VIP guest the last Executive Suite or not. You know that your company prioritizes VIPs' demand over other guests'. And you know that you have no other choice than to just follow with the company's rule. If you dissatisfy the VIP and lose him as a guest, it will lead to significant financial loss to the company. Therefore, you check-in the VIP to the Executive Suite.

Later, the guest who initially reserved the Executive Suite came with her mother to check-in. You explain to her that the Executive Suite is not available for tonight and apologize sincerely. She is upset, but there is nothing you can do other than to explain to her that reservation does not legally guarantee the room. You check her into a Standard room. Your manager says it is unfortunate for her, but it is better to dissatisfy a one-time guest than to dissatisfy our VIP guests.

Scenario #2: (X) DCT / (X)Empowerment

Imagine you are a Front Desk Receptionist at Hotel X

You came to work. It is very busy day with 100% occupancy. While you are working, one of Hotel's top VIP guests walked in without a reservation. He wants to stay in the Executive Suite (the best room in the Hotel) as usual. There is only one Executive Suite left for tonight. However, this room was reserved for another guest two month ago. The note on the reservation says, "It is my mother's 50th birthday and I am preparing a surprise for her. Please give us the Executive Suite with an ocean view".

Even though VIP guest wants the Executive Suite, because it is

already reserved for another guest, you tell him that the Executive Suite is not available tonight. VIP guests are company's most profitable guests and it is very important to satisfy them, but other guests are as important as well. Thus, you keep reservation for the Executive Suite. For the VIP, you explain thoroughly that the Executive Suite is not available and check him into Standard room. He is not satisfied with the Standard Room, but there is nothing you can do other than to explain to him that tonight is busy day with 100% occupancy.

#3: (O) DCT / (O)Empowerment

Imagine you are a Front Desk Receptionist at Hotel X

You came to work. It is very busy day with 100% occupancy. While you are working, one of Hotel's top VIP guests walked in without a reservation. He wants to stay in the Executive Suite (the best room in the Hotel) as usual. There is only one Executive Suite left for tonight. However, this room was reserved for another guest two month ago. The note on the reservation says, "It is my mother's 50th birthday and I am preparing a surprise for her. Please give us Executive Suite with an ocean view".

You struggle whether you should give the VIP guest the last Executive Suite or not. You know that your company prioritize VIP guests' demand over other guests'. Because if we dissatisfy the VIP and lose him as a guest, it will lead to significant financial loss to the company. Therefore, you check-in the VIP to the Executive Suite.

Later, the guest who initially reserved the Executive Suite came with her mother to check-in. You explain to her that the Executive Suite is unavailable for tonight and apologize sincerely. To make up for her disappointment, you use your employee discretion and offer her a free dinner at hotel's fine dining restaurant with a birthday cake and champagne to celebrate her mother's birthday. Your guest is happy with the offer and willing to change her room from the Executive Suite to a Standard Room. You are happy that you had employee empowerment to satisfy your guest. Your manager appreciates how you satisfied both VIP and regular guests.

Scenario #4: (X) DCT / (O)Empowerment

Imagine you are a Front Desk Receptionist at Hotel X

You came to work. It is very busy day with 100% occupancy. While you are working, one of Hotel's top VIP guests walked in without a

reservation. He wants to stay in the Executive Suite (the best room in the Hotel) as usual. There is only one Executive Suite left for tonight. However, this room was reserved for another guest two month ago. The note on the reservation says, “It is my mother’s 50th birthday and I am preparing a surprise for her. Please give us Executive Suite with an ocean view”.

Even though the VIP guest wants the Executive Suite, because it is already reserved for another guest, you tell him that the Executive Suite is not available tonight. VIP guests are the company’s most profitable guests and it is very important to satisfy them, but other guests are as important as well. Thus, you keep the reservation for the Executive Suite. For the VIP, you explain thoroughly that the Executive Suite is not available and check him in to a Standard room. Because he is not satisfied with the room, you use your employee discretion and offer him complimentary tickets to Singer X’s concert (you already know from his personal profile that he is fan of Singer X). He is very happy with the offer and is willing to spend the night at the Standard Room.

Appendix B

I. Questions regarding distributive justice (Equity vs Equality)

1. In business relations, equal treatment is not possible – it must be the main principle that somebody who pays more receives more than somebody who pays less.

- Strongly Disagree
- Disagree
- Neither agree or disagree
- Agree
- Strongly Agree

2. Please think again of all kinds of business relations between companies (service providers) and customers. Between the two opposing statements, please check the statement that you think is right.

- Companies should provide the same service to every customer – regardless of customer inputs.
- Companies have to provide better service for customer who give/pay more. Equal treatment is not possible.

II. Manipulation check – Differential Customer Treatment

1. In the scenario, there was differential customer treatment between the VIP guest and regular guest.

- Cashier at a shopping mall
- Server at a restaurant
- Front Desk Receptionist at a hotel
- Concierge at a hotel
- Cashier at a restaurant

2. In the scenario, VIP guest and regular guests were treated equally.

- Yes
- Not sure
- No

III. Manipulation check – Empowerment

3. In the scenario, I had the authority to make decisions at work.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither agree or disagree
- Somewhat Agree
- Agree
- Strongly Agree

4. In the scenario, I had the authority to work effectively.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither agree or disagree
- Somewhat Agree
- Agree
- Strongly Agree

5. In the scenario, I had the capabilities to do my job well.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither agree or disagree
- Somewhat Agree
- Agree

- Strongly Agree

IV. Questions for Guilt Measurement

6. After reading the scenario, I feel guilty about what I have done.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither agree or disagree
- Somewhat Agree
- Agree
- Strongly Agree

7. In the scenario, I have done something that I deeply regret.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither agree or disagree
- Somewhat Agree
- Agree
- Strongly Agree

8. After reading the scenario, I don't feel good about myself and what I have done.

- Strongly Disagree
- Disagree
- Somewhat Disagree
- Neither agree or disagree
- Somewhat Agree
- Agree
- Strongly Agree

V. Questions for Job Satisfaction Measurement

9. After reading the scenario, how satisfied are you with this job?

- Completely Dissatisfied
- Mostly Dissatisfied
- Somewhat Dissatisfied
- Neither satisfied or dissatisfied
- Somewhat Satisfied
- Mostly Satisfied
- Completely Satisfied

10. Would you advise a friend to take this job?

- Very Unlikely
- Unlikely
- Somewhat Unlikely
- Neutral
- Somewhat Likely
- Likely
- Very Likely

11. If you are offered for the position, would you take this job?

- Very Unlikely
- Unlikely
- Somewhat Unlikely
- Neutral
- Somewhat Likely
- Likely
- Very Likely

VI. Demographic

12. What is your gender?

- Male
- Female
- Prefer not to answer

13. What is your age?

- Under 18
- 18 ~ 24 years old
- 25 ~ 34 years old
- 35 ~ 44 years old
- 45 ~ 54 years old
- 55 and older

13. Please specify your ethnicity.

- White
- Hispanic or Latino
- Black or African American
- Native American or American Indian
- Asian / Pacific Islander
- Other

Appendix C

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.00 *****

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Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 21
Y : SAT
X : DCT
M : GLT
W : EQTnum
Z : EMP_Num

Sample
Size: 292

OUTCOME VARIABLE:
GLT

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.712	.507	1.913	98.583	3.000	288.000	.000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.009	.081	-.106	.916	-.168	.151
DCT	2.656	.162	16.399	.000	2.338	2.975
EQTnum	-.577	.167	-3.461	.001	-.904	-.249
Int_1	-1.117	.333	-3.353	.001	-1.773	-.462

Product terms key:

Int_1 : DCT x EQTnum

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.019	11.244	1.000	288.000	.001

Focal predict: DCT (X)
Mod var: EQTnum (W)

Conditional effects of the focal predictor at values of the moderator(s):

EQTnum	Effect	se	t	p	LLCI	ULCI
-.384	3.085	.206	14.961	.000	2.679	3.491
.616	1.968	.262	7.516	.000	1.452	2.483

OUTCOME VARIABLE:
SAT

Model Summary

R	R-sq	MSE	F	df1	df2	p
.748	.560	1.100	91.328	4.000	287.000	.000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4.464	.063	70.552	.000	4.339	4.588
DCT	.036	.175	.209	.835	-.308	.381
GLT	-.555	.046	-12.148	.000	-.645	-.465
EMP_Num	.389	.130	2.982	.003	.132	.645
Int_1	.161	.067	2.412	.017	.030	.292

Product terms key:

Int_1 : GLT x EMP_Num

Test(s) of highest order unconditional interaction(s):

M*Z	R2-chng	F	df1	df2	p
	.009	5.817	1.000	287.000	.017

Focal predict: GLT (M)
Mod var: EMP_Num (Z)

Conditional effects of the focal predictor at values of the moderator(s):

EMP_Num	Effect	se	t	p	LLCI	ULCI
-.493	-.635	.055	-11.600	.000	-.742	-.527
.507	-.474	.058	-8.114	.000	-.589	-.359

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.036	.175	.209	.835	-.308	.381

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

DCT -> GLT -> SAT

EQTnum	EMP_Num	Effect	BootSE	BootLLCI	BootULCI
-.384	-.493	-1.958	.223	-2.407	-1.535
-.384	.507	-1.462	.228	-1.918	-1.025
.616	-.493	-1.249	.202	-1.662	-.873
.616	.507	-.933	.188	-1.325	-.596

Index of moderated moderated mediation

Index	BootSE	BootLLCI	BootULCI
-.180	.097	-.400	-.024

Indices of conditional moderated mediation by W

EMP_Num	Index	BootSE	BootLLCI	BootULCI
-.493	.709	.217	.298	1.142
.507	.530	.168	.217	.869

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

10000

NOTE: The following variables were mean centered prior to analysis:

EQTnum EMP_Num DCT GLT

----- END MATRIX -----

국문 초록

대부분의 서비스 제공자는 고객이 가져올 수 있는 잠재적 수익성에 따라 고객 대응을 달리한다. 서비스 제공자 측의 이러한 ‘차별적 고객 응대’에 대한 기존 연구는 대부분 경영자 또는 고객 관점에서 이 현상을 분석하였다. 이에 반해, 본 연구는 직원의 입장에서 이러한 차별적 고객 응대가 어떤 영향을 끼치는지 살펴본다. 구체적으로, 차별적으로 고객을 응대하는 과정에서 느끼는 죄책감이 직원의 직무 만족도에 어떤 영향을 끼치는지 분석한다. 이를 위해 분배공정성의 개념을 적용하여, 직원이 형평성과 공평성 중 어느 쪽을 선호하는지에 따라 서비스 제공과정에서 인식하는 죄책감의 정도를 예측하였다. 분석 결과, 차별적 고객 응대로 인해 인식하는 죄책감은 직무만족도를 저해하나, 임파워먼트가 직무만족도를 강화시켜 이러한 부정적 효과가 완화될 수 있음을 확인하였다.

주요어: 차별적 고객 응대, 직무만족도, 분배공정성, 죄책감, 임파워먼트