



## Beyond organisational support: Exploring the supportive role of co-workers and supervisors in a multi-actor service ecosystem

Roberta Pinna<sup>a</sup>, Silvia De Simone<sup>b</sup>, Gianfranco Cicotto<sup>c</sup>, Ashish Malik<sup>d,\*</sup>

<sup>a</sup> Department of Business and Economic, University of Cagliari, Via S. Ignazio 74, 09100, Italy

<sup>b</sup> Department of Pedagogy, Psychology, Philosophy University of Cagliari, Italy

<sup>c</sup> Universitas Mercatorum, Rome, Italy

<sup>d</sup> University of Newcastle, Central Coast Campus, BO 1.16, 10 Chittaway Road, Ourimbah, NSW 2258, Australia

### ARTICLE INFO

#### Keywords:

Value co-creation  
Multi-actor service ecosystem  
Social and organisational support  
Work engagement  
Job satisfaction  
Intention to quit

### ABSTRACT

Customer engagement in a value co-creation processes is an attractive proposition for firms as it closely mirrors consumer needs, encourages their participation in service consumption, improves their perception and reduces uncertainty and risk. This approach emphasizes the centrality of interaction among different actors within an ecosystem. Despite the critical role frontline employees play in customer engagement and relationship processes in a multi-actor system, there is a limited understanding of the role of co-workers and supervisors' support in addition to organisational support for achieving high levels of employee and consequently customer engagement as well as reducing sales employees' intention to quit. Using structural equation modelling and analyzing 481 employees' data from an Italian retail chain, this paper analyses the impact of organisational and social support on employees' job satisfaction, work engagement and intention to quit. Implications for theory and practice in value co-creation process in a multi-actor system are also discussed.

### 1. Introduction

The literature on service encounters has progressed from a dyadic interaction (service provider- customer) to a much broader set of encounters involving employees who are tasked with specific roles for engaging with customers (Chandler & Vargo, 2011; Surprenant & Solomon, 1987). This stream of research has led to a deeper understanding of the factors at play in supporting the interrelationships in a multi-actor system and how it co-creates value (Vargo & Lusch, 2016, 2017). There have been subsequent calls for scholars to develop a holistic understanding of how actors, other than customers, in a multi-actor system impact on engagement (Alexander, Jaakkola, & Hollebeek, 2018). One such group of actors in a system are individual employees, and this paper focuses on how employees perceive support from other actors in the multi-actor system, such as the impact of co-workers, supervisors and the organisation and its likely impact on employees' attitudes and behaviours, and consequently, their service encounters with the customer. This study, therefore, focuses on this relatively under-explored group of actors in a multi-actor system, i.e. employees, whose services we often take for granted in terms of their ability to co-create value, achieves customer engagement and provides a positive and

productive service encounter to customers (Alexander et al., 2018; Larivière et al., 2017). The literature on service ecosystem highlights that the relationships between the employees of a firm and its customers are main drivers of customer experience (Henkel, Tomczak, Heitmann, & Herrmann, 2007). Customer experience is largely influenced by the value of service provided and value is often co-created by satisfied and productive employees (Cook, 2008; Payne, Holt, & Frow, 2001).

Further, while the extant research on impact of co-workers and supervisor support on employee outcomes is examined in the human resource management (HRM) and organisational behavior domain, there is paucity of research that focuses on the retail services context, especially as recent research from the services literature calls for research that examines the influence of multiple actors. The call for moving beyond the extensively researched dyad of customer-firm to include other internal and external stakeholders e.g. employees, suppliers and citizens (Brodie, Fehrer, Jaakkola, & Conduit, 2019; Hollebeek, Andreassen, Smith, Grönquist, Karahasanovic & Márquez, 2018; Hollebeek, Jaakkola, & Alexander, 2018; Kumar & Pansari, 2016) is a key gap highlighted by above scholars. Therefore, our focus and contribution of the research here is on (1) internal actors e.g.

\* Corresponding author.

E-mail addresses: [pinnar@unica.it](mailto:pinnar@unica.it) (R. Pinna), [desimone@unica.it](mailto:desimone@unica.it) (S. De Simone), [gianfranco.cicotto@unimercatorum.it](mailto:gianfranco.cicotto@unimercatorum.it) (G. Cicotto), [ashish.malik@newcastle.edu.au](mailto:ashish.malik@newcastle.edu.au) (A. Malik).

<https://doi.org/10.1016/j.jbusres.2020.02.022>

Received 10 May 2019; Received in revised form 8 February 2020; Accepted 10 February 2020

Available online 21 February 2020

0148-2963/ © 2020 Elsevier Inc. All rights reserved.

employees; and (2) not treating employees as a homogenous group – by acknowledging the perceived impact of other employees (co-workers and supervisors) on a range of employee outcomes, which can impact customer engagement in a services co-creation context. To this end, this research focuses on how the social institutional context of an organisation and individual's agentic resources influences a number of cognitive and attitudinal outcomes (Alexander et al., 2018; Cohen, 1989; Hollebeek, Andreassen, et al., 2018; Hollebeek, Jaakkola, et al., 2018).

In the last decade, value co-creation has become a critical approach in supporting enterprises for creating long-term relationships with customers and positive experiences (Marcos-Cuevas, Nätti, Palo, & Baumann, 2016). The co-creation paradigm places explicitly, a significant emphasis on the contributions of all different actors involved in value co-creation (Vargo & Lusch, 2008, 2016). The central assumption is that value is not created solely for the customer but also by the provider of a service and by both parties throughout the time of their interaction and co-creation activities (Neghina, Caniëls, Bloemer, & van Birgelen, 2015). In contrast with most co-creation literature, this article adopts the employee's, rather than customer's, perspective (Hibbert, Winklhofer, & Temerak, 2012; McColl-Kennedy, Vargo, Dagger, Sweeney, & Kasteren, 2012). As economic actors, employees are resource integrators (Vargo & Lusch, 2016, 2017), but their approaches for integrating resources when they engage in co-creation processes with customers is not clear.

The co-creation of value occurs because of the interaction between parts of a system. The value thus created between different parts of an organizational system requires that actors in that system engage in a dialogue between them, to allow reciprocal access to useful information in a relationship as well as provide transparency and trust, which is critical for developing stable and lasting relationships. Beginning with the assumption that co-creation occurs through an interaction between various actors, there is limited empirical research that offers an understanding of how management should create mechanisms for employees to interact with and engage in the value co-creation processes. This stream of research has implications for developing employees' collaborative behaviours to generate ideas, design new services, and engage in problem-solving and customer engagement processes. Therefore, an organizational environment, its characteristics and the perceptions that individuals hold of their organization, managers and supervisors becomes fundamental in securing collaboration and co-operation between the actors. Satisfying employee-organization relationship can not only promote employee engagement and job satisfaction, but can also help create an organizational environment that is favourable to value co-creation. Value is generated when people understand the importance of an action to an organisation's bottom-line and therefore, employees engage in collaboration and co-learning for generating new ideas and knowledge and applying it to its production functions.

Formulating and translating value co-creation approach into managerial practices and outcome values remains an ongoing challenge for many organizations. This paper argues that through an appropriate design of HRM practices and values, firms can address this challenge (Foss, Laursen, & Pedersen, 2011; Payne et al., 2001). Despite the importance of the above, there is limited research that focuses on the role of multiple actors in a customer engagement and service ecosystem that analyses these relationships. Limited research exists on the role of frontline employees in the value co-creation process, especially in the retail sector, where management of people to create value is a challenging enterprise, especially as firms in this sector suffer from high employee turnover (Raman, DeHoratius, & Ton, 2001; Ton & Huckman, 2008). As employees, frontline staff and managers are ideal word-of-mouth ambassadors in most retail organisations, they are most likely to have a direct impact on customer engagement and relationships in a multi-actor system. In addressing the above gaps, our paper offers a distinctive contribution by analysing the influence of social and organisational support on employee engagement, satisfaction and

commitment, in the context of a large Italian retail service chain.

This paper argues that the quality of organisational and social support is critical in ensuring customer engagement and that, highly engaged employees are more likely to offer a positive customer engagement experience than employees that have poor levels of engagement, a view that has long been established in the profit service chain theory. The quality of service, we argue is affected by the quality of HRM practices and overall organisational and social support received by employees in a multi-actor system. A positive, social and organisational context, enabled by HRM practices (Foss et al., 2011) can create employees' positive attitudes, which can result in greater levels of satisfaction and engagement at work. This level of satisfaction and engagement, will, in turn have a favourable impact on customer satisfaction and value realisation (Payne et al., 2001).

The rest of the paper is structured as follows. First, we present the literature review and theoretical background of the study and develop the main hypotheses tested. Second, we offer details of the methodology employed, the sample characteristics and key variables are analysed. Next, the paper moves to analysis and results. Finally, we discuss our findings about the extant literature highlighting numerous theoretical and practical implications. Finally, the paper concludes with directions for future research, stating the study's limitations.

## 2. Literature review and conceptual framework

In our novel perspective, we argue that co-creation at an internal actor (employees, co-workers and supervisors') level is critical for companies in the way they think about their operations and strategy. In conventional approaches, work activities and processes are the two fundamental building blocks of any business design, wherein, each link in the value chain of the process is judged on economic merit. Such an approach requires firms to focus on process where efficiencies are highest or costs are lowest. The experience of people that could lead to new sources of competitive advantage are largely ignored. Therefore, in a co-creation perspective, interaction between different people in a firm (employees, co-workers and supervisors) becomes a connective tissue, wherein new ideas, co-creation and innovations can be supported through interactions between these actors.

In the last two decades, the stream of research focusing of actor engagement falls into two broad areas: for example, organizations that are engaging with other external stakeholders, such as a firm's suppliers to form new vendor relationships, developing interactive platforms and other ways to engage customers in the innovation processes. The second group of research calls for developing new ways of interacting and engaging with employees to mobilize their workforce to high of levels of performance and engagement through co-creation and involvement (Brodie et al., 2019; Hollebeek, Andreassen, et al., 2018; Hollebeek, Jaakkola, et al., 2018; Kumar & Pansari, 2016). In the conventional approach, employees are largely viewed as passive participants in the process of value creation. The new paradigm of co-creation offers an opportunity for firms to figure out how to harness co-creation of value through multiple actors. Co-creation seeks a different answer because it uses a different starting point. It begins by focusing on the experiences of all the people, inside and outside the firms. Therefore, by putting the human experience at the center of the firm's design, we can advance scholarship in this area. To this end, scholars have started developing frameworks for how employee engagement affects customer engagement and ultimately firm performance (Kumar & Pansari, 2016). Kumar and Pansari (2016) highlight that employee engagement positively affects firm performance.

Building on the above stream of research, Brodie et al. (2019) highlight the need to advance customer engagement research by incorporating a focus on actor engagement research. They argue that only by developing a better understanding of the antecedents of actor engagement can we proceed to better linkages of customer engagement. Brodie et al. (2019) further argue that actor engagement dispositions

are multidimensional in nature, institutionally and contextually embedded, and can have an impact on the actor's use of agentic resources such that the interactions between actors is a dynamic and iterative process and has an impact on other actors' resources and outcomes. This line of thinking is critical for employee engagement and customer engagement research and their espoused outcomes.

Hollebeek, Andreassen, et al. (2018), Hollebeek, Jaakkola, et al. (2018) have also supported the above theoretical logic, which is premised on arguments embedded in aspects of structuration theory (Alexander et al., 2018; Cohen, 1989) and human agency or free will. In other words, actors who operate in a social and institutional environment, enact their agentic resources for achieving high levels of actor engagement (Giddens, 1984) in their social milieus, which is critical in then determining customer engagement and its espoused outcomes (Hollebeek, Andreassen, et al., 2018; Hollebeek, Jaakkola, et al., 2018). These recent calls for future research is where our contribution to service contexts focuses on, especially by not just looking at employees as a homogenous system of actors, but differentiating this further by focusing on the perceptions of employees about other employees (their co-workers and supervisors). As such, the cognitive and perceptual filters can have an impact on their engagement as well as consequently customer engagements in any multi-actor service context.

### 2.1. Social and organisational support as antecedents of job satisfaction and work engagement

The term engagement is generally associated with consumers (internal or external to the organisation) and is indicative of the extent to which they are involved with or participate in, the value co-creation processes. In interactive and dynamic business environments, customer engagement represents a strategic imperative in order to generate enhanced corporate performance and sales growth (Neff, 2007) and higher profitability (Voyles, 2007). Engaged customers are also known to play an essential role in new product/service development (Hom, Caranikas-Walker, Prussia, & Griffeth, 1992; Kothandaraman & Wilson, 2001; Nambisan & Nambisan, 2008) and co-creating experience and value (Brakus, Schmitt, & Zarantonello, 2009; Prahalad & Ramaswamy, 2004). Work by Vargo and Lusch (2004, 2008) and indeed some other scholars (Edvardsson, Tronvoll, & Gruber, 2011) have formally articulated this perspective as the 'service-dominant (S-D) logic'. This theoretical lens offers 'a transcending view of relationships', which contrasts with a more traditional, transactional view of marketing relationships, labelled as the 'goods-dominant' perspective (Vargo, 2009). This broader relational perspective recognises that specific consumer behaviour outcomes are generated by customers' particular interactive, value co-creation experiences with organisations and other stakeholders, including frontline employees, firms, and other customers (Vargo, Maglio, & Akaka, 2008).

According to this perspective, the value proposition is co-created through a dialogue (Ballantyne & Varey, 2006) as well as via information sharing and interactions between frontline employees and customers (Yi & Gong, 2013). Personal interactions between frontline employees and customers are necessary for successful value co-creation. The literature highlights that in the above interactive processes, frontline employees play the strategic role (Berry, 1981; Gounaris, 2008; Sasser, Schlesinger, & Heskett, 1997) of acting as the spokesperson of the firm and taking an active role in delivering the service, providing information, suggesting how to make better use of the service, proposing solutions, alternative uses and in generating feedback. In particular, Yi and Gong (2013) found that through information sharing with employees, customers can ensure that employees provide the services that meet their particular needs. From this point of view, information sharing is the key to the success of value co-creation. Moreover, value co-creation in a service context takes place in a social setting, so aspects such as courtesy, friendliness and respect are essential dimensions of the social environment and likely engage

customers in value co-creation (Lengnick-Hall, Claycomb, & Inks, 2000). Gounaris (2008) shows that in a service context, the interactions between frontline employees and customers influence the perception of service quality and, consequently, higher customer satisfaction and engagement.

Given that frontline employees play a strategic role in service ratings, companies must promote positive attitudes among these employees. Some scholars (Saari & Judge, 2004) define employee attitudes as an emotional state based on their experience in a social context. It follows that service companies should create work conditions that help improve employee attitudes of satisfaction, work engagement and encourages participation behaviour in the service delivery. Social support has been regarded as a critical construct in organisational literature and is defined as the social climate in a workplace context that involves employees having supportive relationships with supervisors and co-workers (Karasek & Theorell, 1990).

Previous research suggests that factors related to organizational variables, such as the quality of relationships, including those with immediate supervisors, unit supervisors, top managers and co-workers, are good predictors of employee's work engagement and job satisfaction (Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004; Hakanen, Bakker, & Schaufeli, 2006). Job satisfaction has been extensively researched construct, across several contexts and researches for examining how different practices affect job satisfaction and how it may then have an impact on other distal outcomes. Churchill, Ford, and Walker (1985: p.254) delineated the conceptual domain of job satisfaction construct as, 'all characteristics of the job itself and the work environment which salespersons find rewarding, fulfilling, and satisfying, or frustrating and unsatisfying.' Employees that are satisfied with their jobs are more likely to adapt to their jobs well (Malhotra & Mukherjee, 2004) and will be motivated to improve the overall customer service, which possibly impacts customer satisfaction (Ugboro & Obeng, 2000).

One of the consistent findings in a multi-actor system on perceived organisational support literature is that supervisor, top manager and co-worker support are positively related to job satisfaction (Churchill et al., 1985; Gerstner & Day, 1997). In general, these studies have found that high levels of perceived supervisor and top management support provide intangible and tangible benefits to employees. Borgogni, Dello Russo, Petitta, and Vecchione (2010) found that a supervisor represents a vital source of job satisfaction because s/he supports and value employees, takes care of their professional growth, distribute rewards, and so on. Perceived organisational support must, therefore, satisfy, specific needs of the employees such as *respect, adoption, emotional support, and being approved* (Armeli, Eisenberger, Fasolo, & Lynch, 1998). Employees' expectations of being cared for and being valued by their organisations increases the trust among employees such that these organisations will approve, reward and appreciate their attitudes and behaviours. Employees who have high perceptions of organisational support are also expected to have more positive feelings about their organisations (e.g. *increasing job satisfaction and decreasing turnover intention*) and will contribute to their organisation's increased levels of perceived *organisational support and performance* (Eder & Eisenberger, 2008). Based on the above, we formulate the study's first hypothesis:

**H1.** Co-worker-, supervisor- and organisational-support is positively related to employees' job satisfaction.

In line with the previous arguments, we can assume that the perception of social support is an essential antecedent of employees' work engagement attitudes (Bakker, Schaufeli, Leiter, & Taris, 2008; Schaufeli & Bakker, 2004; Hakanen et al., 2006; Korunka, Kubicek, Schaufeli, & Hoonakker, 2009; Othman & Nasurdin, 2013). Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterised by three dimensions: vigour, dedication, and absorption (Schaufeli, Salanova, González-Romá, & Bakker, 2002). In short, engaged employees have high levels of energy and are

enthusiastic about their work. Studies have found evidence for a positive association between support from co-workers, supervisors and top management with work engagement (Bakker & Demerouti, 2008; May, Gilson, & Harter, 2004; Schaufeli & Salanova, 2008). For example, when salespersons perceive their supervisors or top management as supportive (i.e. showing concern for their feelings and needs, and providing help, information and constructive feedback or learning opportunities), they will feel obliged to reciprocate by showing a favourable attitude in the form of high levels of work engagement (Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004). If sales employees receive strong social support from their supervisors and co-workers, they will most likely feel secure and supported in their decisions and will have a stronger relationship with their work engagement than in situations where there are low levels of social support from their supervisors and co-workers. Supportive colleagues and performance feedback increases the likelihood of being successful in achieving one's work goals. Moreover, several studies have shown that work engagement is predicting variables such as job satisfaction (Alarcon & Edwards, 2011; De Simone & Planta, 2017; De Simone, Planta, & Cicotto, 2018; Karanika-Murray, Duncan, Pontes, & Griffiths, 2015; Saks, 2006). Accordingly, we frame this study's next two hypotheses:

**H2.** Co-worker-, supervisor- and organisational-support are positively related to employees' work engagement

**H3.** Work engagement and job satisfaction are positively related

## 2.2. Social and organisational support's relationship with intention to quit

Voluntary employee turnover is a critical variable affecting the success of an organisation's sales targets due to the high direct and indirect costs such as lost sales, lag in recruitment, training, and performance management of newly recruited salespeople (Darmon, 2008; DeConinck & Johnson, 2009). Further, it takes longer for a new salesperson to build quality relationships with a firm's customers (Boles, Johnson, & Barksdale, 2000) thereby affecting customer retention rates (Johnson, Barksdale, & Boles, 2001). Thus, understanding the antecedents of employee turnover of sales employees is vital for large-scale retailing chains and subsequently, for them to curb the existing employees' propensity to leave (Jones, Chonko, Rangarajan, & Roberts, 2007; Kahumuza & Schlechter, 2008; Lucas, Parasuraman, Davis, & Enis, 1987; Park & Kim, 2009; Sager, Varadarajan, & Futrell, 1988; Steel & Ovalle, 1984). Not surprisingly, the antecedents of employee turnover and turnover intentions have represented a key area of research in organizational behaviour literature (e.g. Griffith, Hom, & Gaertner, 2000; Hom et al., 1992; Dawley, Houghton, & Bucklew, 2010; Good, Sisler, & Gentry, 1988; Chang, Wang, & Huang, 2013; Johnston & Futrell, 1989). Researchers have given significant attention to the concept of perceived organisational support as a critical predictor of turnover intentions (e.g., Maertz, Griffith, Campbell, & Allen, 2007).

Empirical research shows that salespeople are more likely to voluntarily quit their organizations, when they are dissatisfied with their supervisors (Nonis, Sager, & Kumar, 1996; Futrell & Parasuraman, 1984; Johnston, Varadarajan, Futrell, & Sager, 1987), and when they believe that their supervisor cannot be trusted (Mulki, Jaramillo, & Locander, 2006). Conversely, managers who create a trusting relationship and invest in positive outcomes for their sales employees help create a positive work environment in which salespeople develop feelings of attachment and loyalty towards an organization (Gerstner & Day, 1997; Graen, Novak, & Sommerkamp, 1982; Griffith et al., 2000; Mor Barak, Nissly, & Levin, 2001; Nissly, Mor Barak, & Levin, 2005). For instance, when employees perceive their supervisor as supportive and caring for their overall well-being, they feel attached to the organization and feel obliged to return a favour to their supervisor by staying back with the organization (Buckingham & Coffman, 1999; Luthans & Peterson, 2002; Van Breukelen, Van der Vlist, & Steensma,

2004). Therefore, the quality of teamwork and co-worker support is also an essential factor. When employees observe a high level of co-worker support, they will view the workplace as a supportive environment, wherein they have abundant opportunities to learn from their co-workers and as a consequence, will be willing to reciprocate by staying committed to their roles. Moreover, work engagement and job satisfaction are negatively associated with withdrawal behaviours, such as absenteeism and employee turnover (Agarwal, Datta, Blake-Beard, & Bhargava, 2012; Bakker & Demerouti, 2016; Timms et al., 2015). Previous studies suggest that the presence of higher levels of employees work engagement, and job satisfaction significantly decreases turnover intention (Agarwal et al., 2012; Maslach, Schaufeli, & Leiter, 2001; Saks, 2006; Shuck, Reio, & Rocco, 2011; Timms et al., 2015) because when employees are highly engaged, they may find it problematic to leave the job because they have invested significant personal and organizational resources in work (De Lange, De Witte, & Notelaers, 2008). Starting from these premises, we have formulated the following hypotheses:

**H4.** Co-worker, supervisor and organisational support are negatively related to turnover intentions.

**H5.** Work engagement and job satisfaction are negatively related to turnover.

Other studies in many organizations have shown that job satisfaction (Jawahar & Hemmasi, 2006; Tett & Meyer, 1993) and work engagement (Hidayah Ibrahim, Suan, & Karatepe, 2019; Saks, 2006, 2019) mediate the effects of social and organizational support on turnover intentions. Therefore we assume that:

**H6.** Work engagement and job satisfaction mediate the effect of Social and Organisational support to Turnover Intention.

## 3. Research design and methodology

### 3.1. Research model

This research aims to analyse the relationships between social and organisational support, job satisfaction, work engagement and turnover intention. The hypothesised relationships between the key variables are depicted in our research model shown in Fig. 1.

Exogenous variables are Co-worker Support, Supervisor Support and Organizational Support. We have decided to consider these three types of support as exogenous variables because, in line with earlier studies, these have significant direct and indirect effects on turnover intentions and on variables closely related to intention to quit, such as job satisfaction and work engagement.

### 3.2. Measures of the study's variables

#### 3.2.1. Organisational support

The perception of employees' work context, in terms of organisational support, was assessed using the Eisenberg, Fasolo, and Davis-LaMastro (1990) *Perceived Organizational Support* scale. This scale includes eight items and is measured using a seven-point Likert scale wherein 1 = "strongly disagree", and 7 = "strongly agree" and includes items such as "The organisation really cares about my well-being" and "Help is available from the organization when I have a problem" and so on.

#### 3.2.2. Social support

The social support in the workplace was measured using two subscales (*Co-worker Support* and *Supervisor Support*) from Susskind, Kacmar, and Borchgrevink (2003) study, where the customer orientation of the organisation was investigated. The Co-worker Support subscale comprised of three items, including items, for example, "My



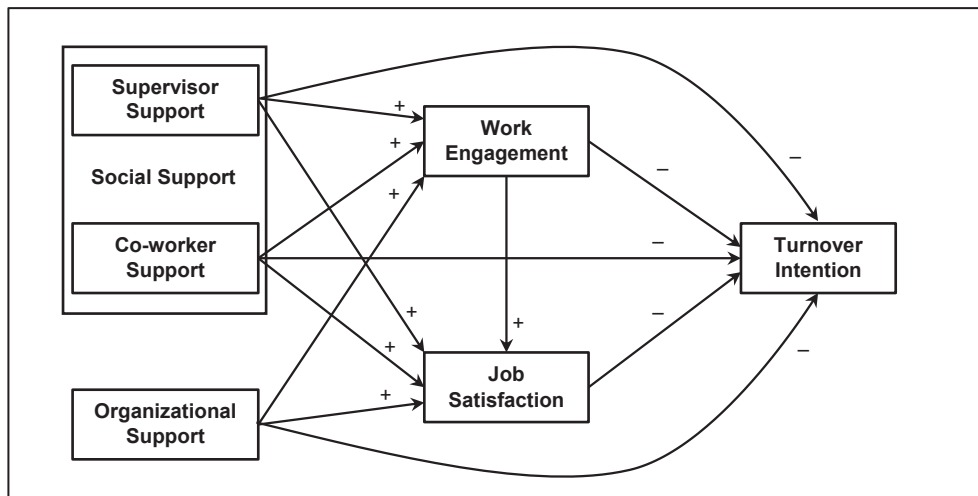


Fig. 1. Hypothesized conceptual model.

coworkers provide me with important work-related information and advice that make performing my job easier” whereas the Supervisor Support subscale is composed of four items including items such as “My supervisor provides me with important work-related information and advice that make performing my job easier”. All items were measured using a seven-point Likert scale where 1 = “strongly disagree”, and 7 = “strongly agree”.

### 3.2.3. Job satisfaction

Job satisfaction was measured through the *Brief Overall Job Satisfaction Measure II* (Judge, Locke, Durham, & Kluger, 1998). The participants evaluated their perceptions of satisfaction concerning their current job through five items, for example, “I really enjoy my work”, on a scale of 1 to 7 where 1 = completely disagree, and 7 = completely agree.

### 3.2.4. Work engagement

This construct was measured using the *Utrecht Work Engagement Scale* (UWES; Schaufeli, Bakker, & Salanova, 2006). Items such as “I feel happy when I am working intensively” and “I am immersed in my work” were assessed using a seven-point frequency rating scale ranging from 1 to 7 where 1 = never, and 7 = always.

### 3.2.5. Turnover intentions

The intention to leave a job was measured using Firth, Mellor, Moore, and Loquet (2004) scale. This scale is aimed at measuring the strength of participants’ intentions to leave. The instrument consists of two items and is scored on a 5-point scale where 5 = Very often, and 1 = Rarely or Never, and included the following two items: “How often do you think of leaving your present job?” and “How likely are you to look for a new job within the next year?”.

## 3.3. Data collection and sample characteristic

The population consisted of 520 employees working in 44 stores operating in a large retail chain operating in Sardinia, Italy. Out of the 520 questionnaires distributed to employees, 481 questionnaires were returned indicating a high response rate of 92.5%. In the total sample, 47.4% are men (N = 228) and 47.0% are women (N = 226), and 5.6% (N = 27) did not declare their gender. In terms of the average age participants, it averaged to 34 years (SD = 6.99). In terms of their educational attainment, 60% of participants had a high-school diploma, 6% completed a Bachelor’s or Master’s Degree and 34% qualified lower than a diploma level. The average tenure in the organisation was five years (SD = 3.60).

## 4. Data analysis

Descriptive analyses of participants’ socio-demographic data were calculated using means and standard deviations. The internal consistency of each scale was measured through Cronbach’s Alpha when scales had more than 2 items. Cronbach alpha value is considered acceptable when values are higher than 0.60 (Ponterotto & Ruckdeschel, 2007; Robinson, Shaver, & Wrightsman, 1991), especially as the items employed in this research are few (Schwartz et al., 2001). Internal consistency of scales employed was calculated by examining the composite reliability (CR). Value of CR 0.70 or higher is considered acceptable (Fornell & Larcker, 1981).

The convergent and discriminant validity of each scale was assessed by examining the average variance extracted (AVE). Convergent validity had acceptable values for all AVEs, and all the alphas for the latent variable were higher than the threshold of 0.50. For discriminant validity, the AVE should be greater than its squared correlation with any other latent variable (Fornell & Larcker, 1981). In order to verify the influence of Organizational Support, Coworkers Support, Supervisor Support, Job Satisfaction and Work Engagement on Turnover Intention, we conducted a Path Analysis using Structural Equation Modeling (SEM) with EQS 6.3 (Bentler, 1995), using the Maximum Likelihood estimation method. For SEM, the following indices were used: Chi-square goodness ( $\chi^2$ ) of fit statistic, the Comparative Fit Index (CFI; Bentler, 1989, 1990), the Non-Normed Fit Index (NNFI; Bentler & Bonett, 1980; Tucker & Lewis, 1973) and the Root Mean Square Error of Approximation (RMSEA; Steiger, 1989). The CFI and NNFI are considered acceptable when they are greater than 0.90, and the RMSEA is equal to or smaller than 0.08 (Bentler, 1990; Steiger, 1990). We also considered acceptable the ratio of  $\chi^2$  with degrees of freedom when it is equal to or smaller than 3 and p-values greater than 0.01 (Schermelleh-Engel, Moosbrugger, & Müller, 2003). The Akaike Information Criterion (AIC) was used for comparing different path models, and considering the best model with the lowest value of AIC (Akaike, 1974, 1987). Table 1 below provides details of item factor loadings.

## 5. Results

Table 2 also shows the indices of reliability. Overall, the averages of psychological dimensions are high because these ranged from 5.1 to 5.7 on a seven-point scale. These high indices indicate that workers perceived good social support at their workplace and are very satisfied and engaged. The relatively low standard deviation of the indices substantially corroborates the homogeneity of this condition. Furthermore, the results show that there is a low intention towards employee

**Table 1**  
Items and factor loadings.

Constructs, items and factor loading	
<b>Organizational Support</b>	
1 The organization strongly considers my goals and values	0.852
2 Help is available from the organization when I have a problem	0.837
3 The organization really cares about my well-being	0.931
4 The organization would forgive an honest mistake on my part	0.848
5 The organization is willing to help me when I need a special favour	0.907
6 If given the opportunity the organization would take advantage of me	0.814
7 The organization shows very little concern for me	0.953
8 The organization cares about my opinions	0.949
<b>Co-worker Support</b>	
1. I find my coworkers very helpful in performing my customer service duties	0.869
2. When performing my service duties, I rely heavily on my coworkers	0.900
3. My coworkers provide me with important work-related information and advice that make performing my job easier	0.892
<b>Supervisor Support</b>	
1. I find my supervisor very helpful in performing my customer service duties	0.913
2. When performing my service duties, I rely heavily on my supervisor	0.931
3. My supervisor provides me with important work-related information and advice that make performing my job easier	0.918
4. I can count on my supervisor to do the “right thing” when serving customers	0.872
<b>Job Satisfaction</b>	
1. I feel fairly satisfied with my present job	0.890
2. Most days I am enthusiastic about my work	0.904
3. Each day at work seems like it will never end	0.345
4. I find real enjoyment in my work	0.869
5. I consider my job to be rather unpleasant	0.539
<b>Work Engagement</b>	
1. At my work, I feel bursting with energy	0.701
2. I find the work that I do full of meaning and purpose	0.798
3. Time flies when I’m working	0.677
4. At my job, I feel strong and vigorous	0.726
5. I am enthusiastic about my job	0.841
6. When I am working, I forget everything else around me	0.616
7. My job inspires me	0.829
8. When I get up in the morning, I feel like going to work	0.773
9. I feel happy when I am working intensely	0.772
10. I am proud on the work that I do	0.767
11. I am immersed in my work	0.789
12. I can continue working for very long periods at a time	0.525
13. To me, my job is challenging	0.838
14. I get carried away when I’m working	0.743
15. At my job, I am very resilient, mentally	0.566
16. It is difficult to detach myself from my job	0.609
17. At my work I always persevere, even when things do not go well	0.485
<b>Turnover Intentions</b>	
How often do you think of leaving your present job?	0.856
How likely are you to look for a new job within the next year?	0.856

turnover, and the value of the standard deviation suggests a very strong general agreement.

All correlations are statistically significant, indicating that the

**Table 2**  
Means, standard deviations, internal consistencies and correlations.

	Means	SD	α	CR	1.	2.	3.	4.	5.	6.
1. Supervisor Support	5.4 <sup>a</sup>	1.5	0.95	0.95	(0.83)	0.41	0.44	0.17	0.18	0.08
2. Coworkers Support	5.1 <sup>a</sup>	1.3	0.91	0.92	0.64 <sup>***</sup>	(0.79)	0.36	0.18	0.21	0.13
3. Organizational Support	5.4 <sup>a</sup>	1.4	0.93	0.97	0.66 <sup>***</sup>	0.60 <sup>***</sup>	(0.79)	0.24	0.27	0.18
4. Job Satisfaction	5.6 <sup>a</sup>	1.0	0.83	0.85	0.41 <sup>***</sup>	0.42 <sup>***</sup>	0.49 <sup>***</sup>	(0.55)	0.44	0.32
5. Work Engagement	5.5 <sup>a</sup>	0.9	0.94	0.95	0.42 <sup>***</sup>	0.46 <sup>***</sup>	0.52 <sup>***</sup>	0.66 <sup>***</sup>	(0.51)	0.20
6. Turnover Intention	1.4 <sup>b</sup>	0.7	σ = 0.63	0.85	-0.29 <sup>***</sup>	-0.36 <sup>***</sup>	-0.42 <sup>***</sup>	-0.57 <sup>***</sup>	-0.45 <sup>***</sup>	(0.73)

Notes. \* =  $p < .05$ ; \*\* =  $p < .01$ ; \*\*\* =  $p < .001$ . a = Likert 7 points; b = Likert 5 points; α = Chronbach’s alpha values; σ = Spearman-Brown value. CR = Composite Reliability. AVE’s values are reported in brackets. Below the diagonals are the Pearson correlations of the constructs, above the diagonal are shown the squares of the correlations between constructs.

variables are all linked to each other. The particular link between these variables is described in the Path Analysis (see Fig. 2). The correlations between the turnover intention and the other variables, all negative, are noteworthy.

The negative correlation between turnover intention and supervisor support ( $r = -0.37$ ), co-worker support ( $r = -0.29$ ) and organization support ( $r = -0.36$ ). The stronger negative correlations between turnover intention and job satisfaction ( $r = -0.57$ ) and work engagement ( $r = -0.45$ ) indicates that staff are less willing to leave the company when they are satisfied or have higher levels of vigour, dedication and absorption or in other words, engagement at work. To understand what rather influences the relationship between social and organizational support and turnover intention and to see how job satisfaction and work engagement mediate that relationship, we undertook some further analysis tested the relationships using SEM. The results are shown below in Table 3.

All the tested models consider work engagement and job satisfaction as key variables having a direct impact on employees’ turnover intention. In the hypothesised model, we consider organisational support to have a direct influence on job satisfaction and work engagement. The high AIC index shows that the numerous links included in the model must be re-evaluated. In the Alternative model, we considered support variables to have a direct influence on work engagement and job satisfaction. Although there is an improvement in the fit indices, these were not acceptable. The Best Model is shown below in Fig. 2 as it achieves the best indices of fit and parsimony.

According to the empirical model we tested, perceived organisational support is associated with values of work engagement and it explains 32% of the variance (Supervisor Support,  $\beta = +0.20$ ; Coworkers Support,  $\beta = +0.16$ ; Organizational Support,  $\beta = +0.29$ ). Among the types of support, only organisational support increases ( $\beta = +0.20$ ) job satisfaction, which is also influenced by work engagement ( $\beta = +0.55$ ). These influences explain 46% of the variance on job satisfaction. Work engagement ( $\beta = -0.13$ ), job satisfaction ( $\beta = -0.48$ ) and organizational support ( $\beta = -0.12$ ) decreases the intentions of employees to quit an organisation. This direct relationship explains 34% of the variance of the turnover intention. Therefore, all types of support indirectly influence turnover intention through work engagement. Organisational support directly influences turnover intention and also indirectly through job satisfaction.

The Sobel tests (1982) carried out reveal that the job satisfaction mediates the effect of Work Engagement ( $z = 11.73$ ;  $p < .01$ ) and that the effect of organisational support ( $z = 2.17$ ;  $p < .05$ ) on the intentions to leave the company. What follows from the above is that the support of supervisors, colleagues and the organisation are critical antecedents of the factors affecting employees’ turnover intentions. Support, therefore, plays an important part in increasing work engagement, which has a strong influence on job satisfaction and significantly affects in reducing employees’ turnover intentions. Among the types of support, only organisational support has a direct effect on employees’ turnover intentions.

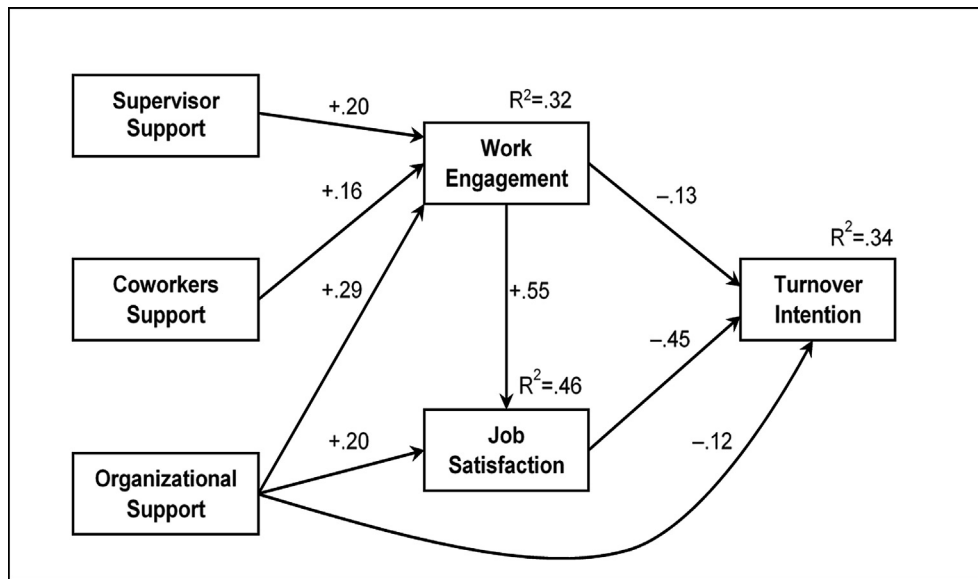


Fig. 2. Empirical model.

Table 3  
Fit indices of path models.

	$\chi^2$	$\chi^2/df$	<i>p</i>	NFI	NNFI	CFI	RMSEA	AIC
Hypothesized model	149.3	149.3	< 0.01	0.88	0.78	0.88	0.55	147.3
Alternative model	10.2	3.4	0.01	0.99	0.97	0.99	0.07	4.2
Best model	6.9	1.7	0.14	0.99	0.99	0.99	0.04	1.1

6. Discussion and conclusion

In today’s highly dynamic and interactive business environment, the role of employee/customer interaction in co-creating customer experience and value has received increasing attention from business practitioners and academics alike. The literature highlights that in this interactive process, the frontline employees play a strategic role because the value co-creation and customer engagement generate dialogue and information sharing. Frontline employees are the direct point of interaction with the customers. Therefore, their attitudes, behaviours and treatment of customers will most likely determine customers’ engagement with the firm. Employees who are better prepared and more motivated can generate increased profits for the company and can help explain why customers are willing to become more engaged customers. While the overarching objective of this study was to analyse the effects of some HRM practices on frontline employees, it specifically analysed whether their positive attitudes result in higher levels of their satisfaction and engagement at work with consequent major retention for their job.

The present study explored the linkages between social support perception and job satisfaction, work engagement and turnover intention. We investigated these relationships in the context of Italy’s retail setting. Overall, the findings of this study confirm the results of previous research and reinforce the importance of social and organisational support in improving job satisfaction and work engagement, as well as in preventing employees’ turnover intentions.

Next, we discuss the study’s hypotheses. This study found support for Hypothesis 1 and 2, wherein, social and organisational support was positively associated to employee engagement and job satisfaction levels, such that organisational support increases job satisfaction (Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004, Hakanen et al., 2006; Churchill et al., 1985; Gerstner & Day, 1997). In line with Hypothesis 3, the results show that job satisfaction is associated with work engagement (Aларcon & Edwards, 2011; De Simone et al., 2018;

Karanika-Murray et al., 2015; Saks, 2006). Partial support was found for Hypothesis 4, as only organizational support was found to be negatively associated with turnover intention (Maertz et al., 2007). The results found support for Hypothesis 5, as both work engagement and job satisfaction were negatively associated with turnover (Agarwal et al., 2012; Bakker & Demerouti, 2016; Timms et al., 2015). Finally, our findings support the mediating relationship job satisfaction has between work engagement and turnover intention, and between organisational support and turnover intention, as hypothesized in H6 (Hidayah Ibrahim et al., 2019; Jawahar & Hemmasi, 2006; Saks, 2006, 2019; Tett & Meyer, 1993).

Our study confirms the importance of social and organisational support in order to create employees’ positive attitude and results in a higher level of satisfaction and engagement at work, which in turn has a favourable impact on customer satisfaction and value realisation. HRM practices improve the quality of organisational and social support and more importantly, the provision of higher levels of customer engagement through highly engaged employees. Through this link, which has also been proposed elsewhere in the literature (e.g. Payne et al., 2001) such an approach will offer positive and higher levels of customer engagement in a multi-actor system.

6.1. Managerial and research implications

Our study investigated how, by effectively managing people, firms can potentially provide both strategic and operational support achieve value co-creation. Value co-creation is possible through a strong people management function, wherein strong relationships and high-quality interactions facilitate dialogue and cooperation between different actors. For managers, findings from this study demonstrate the multiple ways in which organizational and social support can have a positive affect on employees’ co-creation behaviours. The findings suggest that supervisor support is a significant predictor of work engagement (Crawford, LePine, & Rich, 2010; Schaufeli & Bakker, 2004). In line

with prior research (Hakanen et al., 2006; Llorens, Bakker, Schaufeli, & Salanova, 2006) this research contributes to the body of knowledge on work engagement literature and multi-actor systems in the context of retail service chains. In retail settings, supervisors are not only responsible for facilitating learning; they also have a role for increasing employee skills for better communication with customers. Service employees in this study reported high levels of perceived organisational support and lower turnover intentions, especially when their managers supported their well-being and provided timely information, assistance, encouragement and feedback on their performance (Lages & Piercy, 2007).

The findings reported here suggest that the sales supervisors have to help workers to set priorities for day-to-day work, select approaches to doing work, and make decisions about their tasks and create an enriched organisational environment for sales employees by providing them with an opportunity for stimulation, responsibility and developmental opportunities. High levels of support can create greater levels of work engagement (Crawford et al., 2010; Schaufeli & Bakker, 2004) and job satisfaction from the sales force and ultimately result in lower turnover intentions (Riggle, Edmondson, & Hansen, 2009). The above findings imply that perceived organizational support (POS) can positively influence employee attitudes to mobilize and integrate various resources, including their physical resources as well as knowledge and skills.

These results have several important implications. First, the use of value co-creation perspective suggests the need to change organizational structure and relationships within them. It becomes necessary to transition from the logic of power, as the fundamental instrument of coordination between the actors, to one that requires greater interaction and collaboration. It is through such interaction and collaboration that value is co-created. Value co-creation can emerge only if actors develop relationships based on dialogue, access to resources and transparency, which, in the new perspective, requires appropriate managerial skills (Falkheimer et al., 2017). It is through dialogue between the two main actors (supervisors-employees) is no longer based on a hierarchical approach, but rather using problem-solving approaches.

Based on this point of view, the adoption of a symmetrical communication is seen as a precondition of value co-creation (Men, 2014). Symmetrical communication, typifies communication that relies on trust, credibility, openness, reciprocity, feedback, adequacy of information, an employee-centered style, tolerance for disagreement and negotiation (Grünig & Grünig, 1992). Symmetrical communication further aims to facilitate dialogue between the organization and its employees using communication competence, and appropriate managerial style of a leader to influence co-creative behaviors in employees. To this end, management must invest in activities that encourage co-creation of value and create opportunities for collaboration and co-learning. Management must also to develop a culture of dialogue between the actors, whereby, employees collect and share information with each other in a project and organize activities around mutual knowledge sharing and co-learning. These activities can generate opportunities and benefits for different actors in a system of co-production and they underline the efforts of workers to encourage consumer engagement.

Through symmetrical communication, the processes of co-creation of value (Heide, von Platen, Simonsson, & Falkheimer, 2018) can be enhanced by first, encouraging collaborators to share ideas, knowledge and information with supervisors, for example by creating communities of practice, involving collaborators in discussions about their role and goals and creating a sense of belonging. Second, as supervisory support influences work engagement, it would be in the interests of the business leaders to provide more training to supervisors to encourage a greater range of support choice menus to their employees. Such support choices will enable supervisors to show greater concern towards employee needs and provide them the necessary help, information and constructive feedback. Similarly, by encouraging employee participation,

employees should receive the signal that their contributions are valued. Finally, people management practices of rewarding appropriate employee behaviours may further strengthen the levels of organisational, co-worker and supervisor support to have a positive impact on work engagement, job satisfaction and reducing employees' intention to quit. This strategic perspective implies that people management practices should include a focus on specifying the employee roles and competencies for active customer engagement, which, in turn, favorably influences organisational success.

## 6.2. Limitations and future research directions

Like any other empirical study, we recognise that this study is not free from limitations. First, this study focuses on only three predictor variables (supervisor support, co-worker support and organisational support) were examined. It is very likely that other job resources such as performance feedback, rewards, career advancement and job control also play an essential role in predicting work engagement and job satisfaction in Italian retail chain or similar settings. Second, this study relied on data from only one retail chain in Italy and the Sardinian region, as such future research is recommended from other contexts within Italy as well as other areas. As this is cross-sectional research design, it is possible that common method variance may inflate the scores. Especially, as studying the phenomenon of intention to quit, it would have been better to study this longitudinally, to tease out issues of causality. Further research is needed to corroborate (or refute) our findings by employing a nested, multilevel design and including customer engagement and other actors in the design such as external stakeholders such as suppliers and citizens to further analyse the impacts of different actors. More specifically, future research should seek to replicate this study with data from other retail personnel in order to solidify the findings of the present study and include direct measures of customer engagement and satisfaction. A larger sample in the same sector would improve the generalizability of the findings. Third, it is also desirable that future studies must not look at just intention to quit, but they should also consider research designs that examine the conditions under which employees quit an organisation by including behaviours, such as resignations, dismissals and retirement (Treglown, Zivkov, Zarola, & Furnham, 2018). Further, our sample characteristics suggest that the majority of employees are women. For a better understanding, future samples should investigate any differences due to a higher proportion of employees in this sector or samples, as males. For example, future studies could investigate gender differences in co-worker support and intention to quit (Geller & Hobfoll, 1994; Greenglass, Burke, & Konarski, 1998). Given the importance of employee's intention to quit on actual employee turnover behaviour, future scholarship should explore and analyse the impact of other mediating attitudinal variables, such as organisational commitment and perceived well-being.

## References

- Agarwal, U. A., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behaviour and turnover intentions: The mediating role of work engagement. *Career Development International*, 17(3), 208–230. <https://doi.org/10.1108/13620431211241063>.
- Akaike, H. (1974). A new look at the statistical model identification. *IEEE Transactions on Automatic Control*, 19(6), 716–723.
- Akaike, H. (1987). Factor analysis and AIC. *Psychometrika*, 52(3), 317–332.
- Alarcon, G. M., & Edwards, J. M. (2011). The relationship of engagement, job satisfaction and turnover intentions. *Stress and Health*, 27(3), 294–298.
- Alexander, M. J., Jaakkola, E., & Hollebeek, L. D. (2018). Zooming out: Actor engagement beyond the dyadic. *Journal of Service Management*, 29(3), 333–351.
- Armeli, S., Eisenberger, R., Fasolo, P., & Lynch, P. (1998). Perceived organizational support and police performance: The moderating influence of socioemotional needs. *Journal of Applied Psychology*, 83(2), 288.
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223.
- Bakker, A. B., & Demerouti, E. (2016). Job demands – Resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 1–13.



- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work and Stress*, 22(3), 187–200.
- Ballantyne, D., & Varey, R. J. (2006). Creating value-in-use through marketing interaction: The exchange logic of relating, communicating and knowing. *Marketing theory*, 6(3), 335–348.
- Bentler, P. M. (1989). *EQS, structural equations, program manual, program version 3.0*. Los Angeles: BMDP Statistical Software.
- Bentler, P. M. (1990). Comparative fit indices in structural models. *Psychological Bulletin*, 107(2), 238–246. <https://doi.org/10.1037/0033-2909.107.2.238>.
- Bentler, P. M. (1995). *EQS structural equations program manual*. Encino, CA: Multi-variate Software.
- Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88(3), 588–606.
- Berry, L. L. (1981). The employee as customer. *Journal of Retail Banking*, 3(1), 33–40.
- Boles, J. S., Johnson, J. T., & Barksdale, H. C., Jr (2000). How salespeople build quality relationships: A replication and extension. *Journal of Business Research*, 48(1), 75–81.
- Borgogni, L., Dello Russo, S., Petitta, L., & Vecchione, M. (2010). Predicting job satisfaction and job performance in a privatized organization. *International Public Management Journal*, 13(3), 275–296.
- Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: What is it? How is it measured? Does it affect loyalty? *Journal of Marketing*, 73(3), 52–68.
- Brodie, R. J., Fehrer, J. A., Jaakkola, E., & Conduit, J. (2019). Actor engagement in networks: Defining the conceptual domain. *Journal of Service Research*, 22(2), 173–188.
- Buckingham, M., & Coffman, C. (1999). *First, break all the rules*. New York, NY: Simon and Schuster.
- Chandler, J. D., & Vargo, S. L. (2011). Contextualization and value-in-context: How context frames exchange. *Marketing Theory*, 11(1), 35–49.
- Chang, W. J. A., Wang, Y. S., & Huang, T. C. (2013). Work design-related antecedents of turnover intention: A multilevel approach. *Human Resource Management*, 52(1), 1–26.
- Churchill, G. A., Jr, Ford, N. M., Hartley, S. W., & Walker, O. C., Jr (1985). The determinants of salesperson performance: A meta-analysis. *Journal of Marketing Research*, 22(2), 103–118.
- Cook, S. (2008). *The essential guide to employee engagement: Better business performance through staff satisfaction*. Kogan Page Publishers.
- Cohen, I. J. (1989). Structuration theory and social praxis. In I. J. Cohen (Ed.). *Structuration theory: Anthony Giddens and the constitution of social life* (pp. 9–55). New York: St. Martin's Press.
- Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), 834.
- Darmon, R. Y. (2008). The concept of salesperson replacement value: A sales force turnover management tool. *Journal of Personal Selling & Sales Management*, 28(3), 211–232.
- Dawley, D., Houghton, J., & Bucklew, N. (2010). Perceived organizational support and turnover intention: The mediating effects of personal sacrifice and job fit. *The Journal of Social Psychology*, 150(3), 238–257.
- De Lange, A. H., De Witte, H., & Notelaers, G. (2008). Should I stay or should I go? Examining longitudinal relations among job resources and work engagement for stayers versus movers. *Work & Stress*, 22, 201–223.
- De Simone, S., & Planta, A. (2017). L'intenzione di lasciare il lavoro nel personale infermieristico: Il ruolo della soddisfazione lavorativa, dell'autoefficacia e del work engagement. *La Medicina del Lavoro*, 108(2), 87–97.
- De Simone, S., Planta, A., & Cicotto, G. (2018). The role of job satisfaction, work engagement, self-efficacy and agentic capacities on nurses' turnover intention and patient satisfaction. *Applied Nursing Research*, 39, 130–140.
- DeConinck, J. B., & Johnson, J. T. (2009). The effects of perceived supervisor support, perceived organizational support, and organizational justice on turnover among salespeople. *Journal of Personal Selling & Sales Management*, 29(4), 333–350.
- Eder, P., & Eisenberger, R. (2008). Perceived organizational support: Reducing the negative influence of coworker withdrawal behavior. *Journal of Management*, 34(1), 55–68.
- Edvardsson, B., Tronvoll, B., & Gruber, T. (2011). Expanding understanding of service exchange and value co-creation: A social construction approach. *Journal of the Academy of Marketing Science*, 39(2), 327–339.
- Eisenberg, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51–59.
- Falkheimer, J., Heide, M., Nothhaft, H., von Platen, S., Simonsson, C., & Andersson, R. (2017). Is Strategic Communication too important to be left to Communication Professionals?: Managers' and coworkers' attitudes towards strategic communication and communication professionals. *Public Relations Review*, 43(1), 91–101.
- Firth, L., Mellor, D. J., Moore, A., & Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, 19(2), 170–187.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, 18(3), 382–388.
- Foss, N. J., Laursen, K., & Pedersen, T. (2011). Linking customer interaction and innovation: The mediating role of new organizational practices. *Organization Science*, 22(4), 980–999.
- Futrell, C. M., & Parasuraman, A. (1984). The relationship of satisfaction and performance to salesforce turnover. *Journal of Marketing*, 48(4), 33–40.
- Geller, P. A., & Hobfoll, S. E. (1994). Gender differences on job stress, tedium and social support in the work place. *Journal of Social and Personal Relationships*, 11(4), 555–572.
- Gerstner, C. R., & Day, D. V. (1997). Meta-Analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, 82(6), 827.
- Giddens, A. (1984). *The constitution of society: Outline of the theory of structuration*. Cambridge: Polity Press.
- Graen, G., Novak, M. A., & Sommerkamp, P. (1982). The effects of leader-member exchange and job design on productivity and satisfaction: Testing a dual attachment model. *Organizational Behavior and Human Performance*, 30(1), 109–131.
- Good, L. K., Sisler, G. F., & Gentry, J. W. (1988). Antecedents of turnover intentions among retail management. *Journal of Retailing*, 64(3), 295.
- Gounaris, S. (2008). The notion of internal market orientation and employee job satisfaction: Some preliminary evidence. *Journal of Services Marketing*, 22(1), 68–90.
- Greenglass, E. R., Burke, R. J., & Konarski, R. (1998). Components of burnout, resources, and gender-related differences. *Journal of Applied Psychology*, 28(12), 1088–1106.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463–488.
- Grunig, J. E., & Grunig, L. A. (1992). Models of public relations and communication. *Excellence in public relations and communication management*, 1992, 285–325.
- Hakanen, J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of School Psychology*, 43, 495–513.
- Heide, M., von Platen, S., Simonsson, C., & Falkheimer, J. (2018). Expanding the scope of strategic communication: Towards a holistic understanding of organizational complexity. *International Journal of Strategic Communication*, 12(4), 452–468.
- Henkel, S., Tomczak, T., Heitmann, M., & Herrmann, A. (2007). Managing brand consistent employee behaviour: Relevance and managerial control of behavioural branding. *Journal of Product & Brand Management*, 16(5), 310–320.
- Hibbert, S., Winklhofer, H., & Temerak, M. S. (2012). Customers as resource integrators: Toward a model of customer learning. *Journal of Service Research*, 15(3), 247–261.
- Hidayah Ibrahim, S. N., Suan, C. L., & Karatepe, O. M. (2019). The effects of supervisor support and self-efficacy on call center employees' work engagement and quitting intentions. *International Journal of Manpower*.
- Hollebeek, L. D., Andreassen, T. W., Smith, D. L., Grönquist, D., Karahasanovic, A., & Marquez, A. (2018). Epilogue-service innovation actor engagement: an integrative model. *Journal of Services Marketing*, 32(1), 95–100.
- Hollebeek, L. D., Jaakkola, E., & Alexander, M. (2018). Beyond the dyadic: Customer engagement in increasingly networked environments. *Journal of Service Management*, 29(3), 330–332.
- Hom, P. W., Caranikas-Walker, F., Prussia, G. E., & Griffeth, R. W. (1992). A meta-analytical structural equations analysis of a model of employee turnover. *Journal of Applied Psychology*, 78, 890–909.
- Kothandaraman, P., & Wilson, D. T. (2001). The future of competition: Value-creating networks. *Industrial Marketing Management*, 30(4), 379–389.
- Kumar, V., & Pansari, A. (2016). Competitive advantage through engagement. *Journal of Marketing Research*, 53(4), 497–514.
- Jawahar, I. M., & Hemmasi, P. (2006). Perceived organizational support for women's advancement and turnover intentions: The mediating role of job and employer satisfaction. *Women in Management Review*, 21(8), 643–661.
- Johnson, J., Barksdale, H., Jr., & Boles, J. (2001). The Strategic Role of the Salesperson in Reducing Customer Defection in Business Relationships. *Journal of Personal Selling & Sales Management*, 21(2), 123–134.
- Johnston, M. W., Varadarajan, P. R., Futrell, C. M., & Sager, J. (1987). The relationship between organizational commitment, job satisfaction, and turnover among new salespeople. *Journal of Personal Selling & Sales Management*, 7(3), 29–38.
- Johnston, M. W., & Futrell, C. M. (1989). Functional salesforce turnover: An empirical investigation into the positive effects of turnover. *Journal of Business Research*, 18(2), 141–157.
- Jones, E., Chonko, L., Rangarajan, D., & Roberts, J. (2007). The role of overload on job attitudes, turnover intentions, and salesperson performance. *Journal of Business Research*, 60(7), 663–671.
- Judge, T. A., Locke, E. A., Durham, C. C., & Kluger, A. N. (1998). Dispositional Effects on Job Stressors and Job Satisfaction: The Role of Core Evaluations. *Journal of Applied Behavioral Science*, 83(1), 17–34.
- Kahumuza, J., & Schlechter, A. F. (2008). Examining the direct and some mediated relationships between perceived support and intention to quit. *Management Dynamics*, 17, 2–19.
- Karanika-Murray, M., Duncan, N., Pontes, H. M., & Griffiths, M. D. (2015). Organizational identification, work engagement, and job satisfaction. *Journal of Managerial Psychology*, 30, 1019–1033.
- Karasek, R. A., & Theorell, T. (1990). *Healthy work: Stress, productivity and the reconstruction of working life*. New York, NY: Basic Books.
- Korunka, C., Kubicek, B., Schaufeli, W. B., & Hoonakker, P. (2009). Work engagement and burnout: Testing the robustness of the jobs-demands-resources model. *The Journal of Positive Psychology*, 4(3), 243–255.
- Lages, C. R. C., & Piercy, N. F. (2007). *Drivers of service recovery performance: Perceived organisational support, learning and psychological job outcomes*. Doctoral dissertation University of Warwick.
- Larivière, B., Bowen, D., Andreassen, T. W., Kunz, W., Sirianni, N. J., Voss, C., ... De Keyser, A. (2017). "Service Encounter 2.0": An investigation into the roles of technology, employees and customers. *Journal of Business Research*, 79, 238–246.
- Lengnick-Hall, C. A., Claycomb, V., & Inks, L. W. (2000). From recipient to contributor: Examining customer roles and experienced outcomes. *European journal of marketing*, 34(3/4), 359–383.
- Llorens, S., Bakker, A. B., Schaufeli, W., & Salanova, M. (2006). Testing the robustness of the job demands-resources model. *International Journal of Stress Management*, 13(3), 378.
- Lucas, G. H., Parasuraman, A., Davis, R. A., & Enis, B. M. (1987). An Empirical Study of

- Salesforce Turnover. *Journal of Marketing*, 51(3), 34–59.
- Luthans, F., & Peterson, S. (2002). Employee engagement and manager self-efficacy. *Journal of Management Development*, 21(5), 376–387.
- Maertz, C. P., Jr., Griffith, R. W., Campbell, N. S., & Allen, D. G. (2007). The effects of perceived organizational support and perceived supervisor support on employee turnover. *Journal of Organizational Behavior*, 28(8), 1059–1075.
- Malhotra, N., & Mukherjee, A. (2004). The relative influence of organisational commitment and job satisfaction on service quality of customer-contact employees in banking call centres. *Journal of Services Marketing*, 18(3), 162–174.
- Marcos-Cuevas, J., Nätti, S., Palo, T., & Baumann, J. (2016). Value co-creation practices and capabilities: Sustained purposeful engagement across B2B systems. *Industrial Marketing Management*, 56, 97–107.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397–422.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77, 11–37.
- McCull-Kennedy, J. R., Vargo, S. L., Dagger, T. S., Sweeney, J. C., & Kasteren, Y. V. (2012). Health care customer value cocreation practice styles. *Journal of Service Research*, 15(4), 370–389.
- Men, L. R. (2014). Strategic internal communication: Transformational leadership, communication channels, and employee satisfaction. *Management Communication Quarterly*, 28(2), 264–284.
- Mor Barak, M. E., Nissly, J. A., & Levin, A. (2001). Antecedents to retention and turnover among child welfare, social work, and other human service employees: What can we learn from past research? A review and meta-analysis. *Social Service Review*, 75(4), 625–662.
- Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Effects of ethical climate and supervisory trust on salesperson's job attitudes and intentions to quit. *Journal of Personal Selling & Sales Management*, 26(1), 19–26.
- Nambisan, S., & Nambisan, P. (2008). How to profit from a better 'virtual customer environment'. *MIT Sloan management review*, 49(3), 53.
- Neghina, C., Caniels, M. C., Bloemer, J. M., & van Birgelen, M. J. (2015). Value cocreation in service interactions: Dimensions and antecedents. *Marketing theory*, 15(2), 221–242.
- Neff, J. (2007). OMD proves the power of engagement. *Advertising Age*, 78(27), 3–4.
- Nissly, J. A., Mor Barak, M. E., & Levin, A. (2005). Stress, social support, and workers' intentions to leave their jobs in public child welfare. *Administration in Social Work*, 29(1), 79–100.
- Nonis, S., Sager, J., & Kumar, K. (1996). Salesperson use of upward influence strategies in coping with role stress. *Academy of Marketing Science Journal*, 24, 44–56.
- Othman, N., & Nasurdin, A. M. (2013). Social support and work engagement: a study of Malaysian nurses. *Journal of Nursing Management*, 21(8), 1083–1090.
- Park, J. S., & Kim, T. H. (2009). Do types of organisational culture matter in nurse job satisfaction and turnover intention. *Leadership in Health Services*, 22, 20–38.
- Payne, A., Holt, S., & Frow, P. (2001). Relationship value management: Exploring the integration of employee, customer and shareholder value and enterprise performance models. *Journal of Marketing Management*, 17(7–8), 785–817.
- Ponterotto, J. G., & Ruckdeschel, D. E. (2007). An overview of coefficient alpha and a reliability matrix for estimating adequacy of internal consistency coefficients with psychological research measures. *Perceptual and Motor Skills*, 105(3), 997–1014.
- Prahalad, C. K., & Ramaswamy, V. (2004). Co-creating unique value with customers. *Strategy & Leadership*, 32(3), 4–9.
- Raman, A., DeHoratius, N., & Ton, Z. (2001). Execution: The missing link in retail operations. *California Management Review*, 43(3), 136–152.
- Riggle, R. J., Edmondson, D. R., & Hansen, J. D. (2009). A meta-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research. *Journal of Business Research*, 62(10), 1027–1030.
- Robinson, J. P., Shaver, P. R., & Wrightsman, L. S. (1991). Criteria for scale selection and evaluation. *Measures of Personality and Social Psychological Attitudes*, 1(3), 1–16.
- Sager, J. K., Varadarajan, P. R., & Futrell, C. M. (1988). Understanding salesperson turnover: A partial evaluation of Mobley's turnover process model. *Journal of Personal Selling & Sales Management*, 8(1), 21–36.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619.
- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*, 6(1), 19–38.
- Sasser, W. E., Schlesinger, L. A., & Heskett, J. L. (1997). *Service profit chain*. Simon and Schuster.
- Saari, L. M., & Judge, T. A. (2004). Employee attitudes and job satisfaction. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 43(4), 395–407.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources and their relationship with burnout and engagement: A multisample study. *Journal of Organizational Behaviour*, 25, 293–331.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92.
- Schaufeli, W. B., & Salanova, M. (2008). Enhancing work engagement through the management of human resources. In K. Näswall, M. Sverke, & J. Hellgren (Eds.). *The individual in the changing working life*. Cambridge: Cambridge University Press.
- Schermelleh-Engel, K., Moosbrugger, H., & Müller, H. (2003). Evaluating the fit of structural equation models: Tests of significance and descriptive goodness-of-fit measures. *Methods of Psychological Research Online*, 8(2), 23–74.
- Schwartz, S. H., Melech, G., Lehmann, A., Burgess, S., Harris, M., & Owens, V. (2001). Extending the cross-cultural validity of the theory of basic human values with a different method of measurement. *Journal of Cross-Cultural Psychology*, 32(5), 519–542.
- Shuck, B., Reio, T., & Rocco, T. (2011). Employee engagement: An antecedent and outcome approach to model development. *Human Resource Development International*, 14, 427–445. <https://doi.org/10.1080/13678868.2011.601587>.
- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological Methodology*, 13, 290–312.
- Steel, R. P., & Ovalle, N. K. (1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology*, 69(4), 673.
- Steiger, J. H. (1989). *EzPATH: Causal modeling. A supplementary module for SYSTAT and SYGRAPH*. Evanston, IL: SYSTAT Inc.
- Steiger, J. H. (1990). Structural model evaluation and modification: An interval estimation approach. *Multivariate Behavioral Research*, 25(2), 173–180.
- Surprenant, C. F., & Solomon, M. R. (1987). Predictability and personalization in the service encounter. *The Journal of Marketing*, 86–96.
- Susskind, A. M., Kacmar, K. M., & Borchgrevink, C. P. (2003). Customer service providers' attitudes relating to customer service and customer satisfaction in the customer-server exchange. *Journal of Applied Psychology*, 88(1), 179.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel psychology*, 46(2), 259–293.
- Timms, C., Brough, P., O'Driscoll, M., Kalliath, T., Siu, O. L., Sit, C., & Lo, D. (2015). Flexible work arrangements, work engagement, turnover intentions and psychological health. *Asia Pacific Journal of Human Resources*, 53(1), 83–103.
- Ton, Z., & Huckman, R. S. (2008). Managing the impact of employee turnover on performance: The role of process conformance. *Organization Science*, 19(1), 56–68.
- Treglown, L., Zivkov, K., Zarola, A., & Furnham, A. (2018). Intention to quit and the role of dark personality and perceived organizational support: A moderation and mediation model. *PLoS one*, 13(3), e0195155.
- Tucker, L. R., & Lewis, C. (1973). A reliability coefficient for maximum likelihood factor analysis. *Psychometrika*, 38(1), 1–10.
- Ugboro, I. O., & Obeng, K. (2000). Top management leadership, employee empowerment, job satisfaction, and customer satisfaction in TQM organizations: An empirical study. *Journal of Quality Management*, 5(2), 247–272.
- Vargo, S. L., & Lusch, R. F. (2004). The four service marketing myths: Remnants of a goods-based, manufacturing model. *Journal of Service Research*, 6(4), 324–335.
- Vargo, S. L., & Lusch, R. F. (2008). From goods to service (s): Divergences and convergences of logics. *Industrial Marketing Management*, 37(3), 254–259.
- Vargo, S. L., Maglio, P. P., & Akaka, M. A. (2008). On value and value co-creation: A service systems and service logic perspective. *European Management Journal*, 26(3), 145–152.
- Vargo, S. L. (2009). Toward a transcending conceptualization of relationship: A service-dominant logic perspective. *Journal of Business & Industrial Marketing*, 24(5/6), 373–379.
- Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: An extension and update of service-dominant logic. *Journal of the Academy of Marketing Science*, 44(1), 5–23.
- Vargo, S. L., & Lusch, R. F. (2017). Service-dominant logic 2025. *International Journal of Research in Marketing*, 34(1), 46–67.
- Van Breukelen, W., Van der Vliet, R., & Steensma, H. (2004). Voluntary employee turnover: Combining variables from the 'traditional' turnover literature with the theory of planned behavior. *Journal of Organizational Behavior*, 25(7), 893–914.
- Voyles, B. (2007). Beyond loyalty: Meeting the challenge of customer engagement. *Economist Intelligence Unit*, 1–15.
- Yi, Y., & Gong, T. (2013). Customer value co-creation behavior: Scale development and validation. *Journal of Business Research*, 66(9), 1279–1284.

**Roberta Pinna** is an Associate Professor of Organization Studies - Department of Economics and Business Sciences works at the University of Cagliari, Italy. Her specialisation includes research on effective coordination as a strategic response to the problems that arise from inter-organizational dependencies and about motivation and innovation in organizations. She has published a number of articles on the topic of international journalism, management and decision-making. She is the author/co-author of books related to Supply Chain Management and Logistics and is a referee for several journals. Her work appears in journals such as *Journal of Change Management*, *TQM Journal*, *De Qualitate*, and *Management Decision*.

**Professor De Simone** works in the Department of Psychology at the University of Cagliari, Italy. Her specialisation includes research on topics such as well-being at work, occupational health, safety and stress, organizational behavior; gender, work and organization and work-family interface and equality at the workplace. Her work appears in *Applied Research in Quality of Life*, *Eating and weight disorders: EWD*, *Equality, Diversity and Inclusion: An International Journal*, *Sexuality Research and Social Policy: Journal of NSRC*, *Applied Nursing Research*, *Journal of Gender Studies*, *British Journal of Management*, *Journal of Change Management* and *Management Decision*.

**Gianfranco** is a Professor at the Universitas Mercatorum, Rome, Italy. His research focuses on individual level analysis of work-related outcomes such as health and well-being of employees. In particular his research interests focus on the impact of work-life interface on job and life satisfaction and outcomes such as stress, fatigue and so on. His work appears in journals such as *Applied Research in Quality of Life*, *TQM Journal* and *Applied*

*Nursing Research*

**Ashish** is an Associate Professor at University of Newcastle, Central Coast Campus in New South Wales, Australia. His academic qualifications, training and professional experience are in the fields of Human Resources Management and Industrial Relations. His current research is at the interface of strategy, HRM and innovation management focusing on knowledge-intensive services industries in an international context. He serves as

Associate Editor (HRM) for the Asian & Business Management and a member of Editorial Board of *Journal of Business Research* and *Journal of Knowledge Management*. His work is published in several high-ranked journals, including *International Journal of Human Resource Management*, *Industrial Marketing Management*, *Journal of Business Research*, *Journal of International Management*, *Thunderbird International Business Review*, *Social Identities, Culture & Organisation*, and *Asia Pacific Business Review*, among others.