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Modelling roles of commitment on rapport and satisfaction

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Modelling roles of commitment on rapport and satisfaction

Modelling
roles of
commitment

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Abstract

Purpose – The purpose of this paper is to explore the effect of calculative, affective and normative commitment on bank employee-customer rapport and customer satisfaction. The mediating effect of rapport between each of the three types of commitment and customer satisfaction is also examined.

Design/methodology/approach – Structural equation modelling by Partial Least Square method is used for analysing the data on 212 bank customers in Bangladesh.

Findings – Results indicate that affective and normative commitment of customers has strong influence in developing rapport, whereas the impact of customers' calculative commitment on rapport was found to be non-significant. The study also found that rapport has a complementary mediation effect between the three types of commitment and customer satisfaction.

Practical implications – While providing training to front line employees, bank management should make them aware that not all customers may have the same level of positive attitude or cooperation for the rapport-building procedure. Employees should understand that different customers will respond differently to their efforts for building rapport due to their pre-existing commitment levels towards banks. Bank management should acknowledge that customers' current level of commitment may be further strengthened or weakened by successful or unsuccessful rapport building with banks' employees and thereby re-evaluate their satisfaction level with the bank.

Originality/value – The study contributes to the relationship literature by exploring the mediating role of rapport between commitment and customer satisfaction, and by considering the influence of normative commitment on customer-employee rapport in financial services.

Keywords Affective commitment, Rapport, Normative commitment, Satisfaction, Calculative commitment

Paper type Research paper

1. Introduction

Interpersonal relationships and service interactions are among the most important factors for any organisation (Yoo, 2013). In this context, front line service employees play a key role in building and maintaining relationships with customers (Grandey *et al.*, 2005). Considering this, an emerging attention among relationship scholars currently focuses on the customer-employee bond, or rapport. In defining rapport, Gremler and Gwinner (2000) mentioned two characteristics: enjoyable interaction and personal connections. While enjoyable interaction is similar to "positive cognitive evaluation", personal connection refers to strong bonds between two parties (Gremler and Gwinner, 2000). However, customers' intention for relationship continuation depends largely on their pre-existing level of commitment (Velnampy and Sivesan, 2012).

Since commitment is one of the most widely used underlying relationship constructs for satisfying customers (Ouyang, 2010), such a construct can be used in different ways in the marketing discipline due to its complex nature (Fullerton, 2005). For instance, Wu (2011) confirmed the moderator role of customer commitment in the customer satisfaction and loyalty relationship. On the other hand, Aurier and N'Goala (2010)



investigated the “mediation” role of commitment between customer satisfaction and customers’ behavioural intentions for relationship maintenance. However, the influence of customer commitment on rapport and on satisfaction mediated by rapport remains unknown. In fact, customers with different levels of commitment may not show the same level of rapport with service employees of a particular organisation, such as bank. Considering that rapport is a joined outcome of two parties’ effort (in this study, customers and bank employees), it is essential that customers cooperate in the rapport development procedure. While early relationship studies following Relationship Marketing theory have argued that satisfaction affects commitment (Morgan and Hunt, 1994; Garbarino and Johnson, 1999), the effect of commitment on customer satisfaction via rapport with front line employees has not yet been verified.

Similarly, the individual impact of various types of commitment on customer-employee rapport is also unknown. Although a few related studies have attempted to identify the impact of affective, calculative and normative commitment on various relational outcomes, for example, customer retention (Ruyter *et al.*, 2001), switching intentions (Fullerton, 2005), advocacy intentions (Menon and O’Connor, 2007) or relationship performance (Styles *et al.*, 2008), the individual role of these three types of commitment in rapport development has yet to be properly understood.

The objectives of this study are therefore to explore the influence of customers’ affective, calculative and normative commitment on rapport and to examine the mediation impact of rapport between each of the commitments and customer satisfaction.

2. Literature review and hypotheses development

2.1 Affective, calculative and normative commitment

Early scholars have defined commitment in different ways (Gustafsson *et al.*, 2005), such as the continuing desire to maintain a relationship (Morgan and Hunt, 1994); a phase of continuity between parties (Dwyer *et al.*, 1987); a sacrifice if a relationship ends (Anderson and Weitz, 1992); and not having competitive offerings (Gundlach *et al.*, 1995). Growing interest in the commitment to a relationship has prompted social scientists to investigate the dimensionality of this construct. While some researchers have viewed commitment as a one-dimensional concept (Sharma and Patterson, 2000; Hennig-Thurau *et al.*, 2002), others (such as Meyer and Herscovitch, 2001; Adams and Jones, 1997) have considered it to be a multidimensional concept. Although there is no consensus on this issue (Bansal *et al.*, 2004), dividing commitment into three dimensions – affective, continuous (or calculative) and normative, as originally proposed by Meyer and Allen (1997) – seems appropriate regardless of context and has received considerable support from previous studies (Fullerton, 2005; Gustafsson *et al.*, 2005).

In defining calculative commitment, Gustafsson *et al.* (2005) described it as rational or economic motives (such as lack of choice, switching costs, self-interest, product benefits, etc.) that drive customers to maintain relationships with a firm (Gilliland and Bello, 2002; Anderson and Weitz, 1992). In contrast, affective commitment is an emotional drive or psychological connection with a firm (Bansal *et al.*, 2004; Johnson *et al.*, 2008). Normative commitment, which is based on moral obligations and duty (Johnson *et al.*, 2008), is more appropriate for channel and employee commitment (Styles *et al.*, 2008; Peccei and Rosenthal, 1997) or other business-to-business relationships and is therefore a relatively less used dimension (Andreassen and Olsen, 2008) in consumer research studies.

Since affective commitment grows with the personal involvement between a customer and a company (Gustafsson *et al.*, 2005), along with a positive sense of attachment and enjoyment (Geyskens *et al.*, 1996), it appears highly relevant to rapport, as rapport grows with personal connection and enjoyable interactions between two parties (Gremler and Gwinner, 2000). The importance of affective commitment is considered for both development and maintenance of relationships (Verhoef, 2003), as well as for generating positive customers-employee interactions within a firm (Peccei and Rosenthal, 1997). In contrast, comparatively few studies have attempted to determine the consequences of calculative commitment (Fullerton, 2005), such as associations with customer retention (Gustafsson *et al.*, 2005), switching costs (Bansal *et al.*, 2004) or employees' willingness to provide customer service (Peccei and Rosenthal, 1997). It is expected that lack of switching cost or product benefits will render customers more inclined and eager to build a good rapport with employees in order to fulfil their own self-interests. Finally, the influence of normative commitment on rapport from service encounters still appears unknown in the early literature. Though a few studies have explored its effect on diverse aspects, such as employee turnover, complaining behaviour, member participations (Meyer *et al.*, 2002; Gruen *et al.*, 2000; Bloemer and Odekerken-Schröder, 2007), etc., its influence in consumer service relationships remains vague. Nevertheless, its effect on rapport, as well as on customer satisfaction, should not be underestimated in terms of the mysterious impact of "moral sense" in customers' minds and their behavioural practices.

Although Relationship Marketing theory (Morgan and Hunt, 1994; Garbarino and Johnson, 1999) suggests that commitment in customer minds develops from customer satisfaction, the current study attempts to extend the theory by arguing that development of commitment is not the end of the story; rather, it is an influential factor for the rapport-building procedure. Since successful rapport development depends on the positive effort of both customers and employees, customers' pre-existing commitment levels may change their attitudes towards rapport-building behaviour, as well as influence their satisfaction level through rapport. In fact, fully committed customers' attitude towards rapport development with employees will not be the same as that of customers with a low level of commitment to the organisation. The following hypotheses have therefore been developed (Figure 1):

H1. Affective commitment of customers will have a positive effect on rapport.

H2. Affective commitment of customers will have a positive effect on satisfaction.

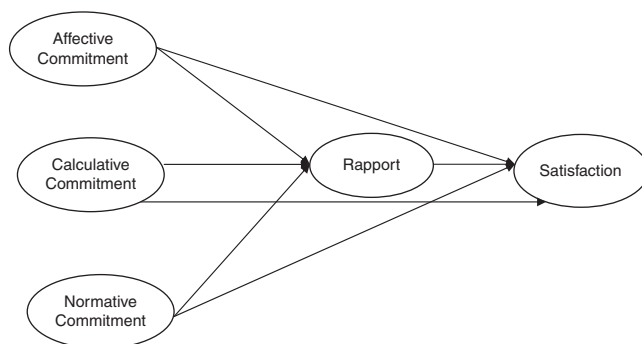


Figure 1.
Conceptual model

H3. Calculative commitment of customers will have a positive effect on rapport.

H4. Calculative commitment of customers will have a positive effect on satisfaction.

H5. Normative commitment of customers will have a positive effect on rapport.

H6. Normative commitment of customers will have a positive effect on satisfaction.

2.2 Rapport and satisfaction

Existing literature on customer satisfaction classify satisfaction into two types: overall satisfaction, which may come from multiple experiences or encounters with the firm and encounter or transaction specific satisfaction, which results from the evaluation of a single, discrete interaction (Johnson *et al.*, 2008; Omachonu *et al.*, 2008). Since the focus of this study is to understand rapport from a series of customers-employee service encounters, overall satisfaction is more suitable for the purpose of the study rather than the encounter satisfaction. Although a diverse outcome can be observed from service encounters, such as complaint handling (Gruber *et al.*, 2009), perceived service level (Sharma *et al.*, 2012), loyalty and word of mouth (Matos *et al.*, 2013), customer satisfaction is the most discussed outcome variable in rapport literature. Based on prior studies (Macintosh, 2009; Gremler and Gwinner, 2000), it is assumed that rapport has a positive influence on overall satisfaction, as intimate relationships (rapport) leads to better understanding and clearer expectations for customers, which reinforces greater satisfaction (Macintosh, 2009; Gremler and Gwinner, 2000). It is therefore hypothesised that:

H7. Rapport will have a positive effect on customer satisfaction.

However, rapport as a construct is involved in many aspects of human life. Delcourt *et al.* (2013) conceptualised rapport as a potential mediator between satisfaction and loyalty. They (Delcourt *et al.*, 2013) argue that rapport in service interactions influence customers' perceptions and their attitudes (satisfaction). In such a case, customers' commitment may be strengthened or become weaker depending on rapport with employees and thereby, level of satisfaction may vary accordingly. This study therefore assumes the mediation influence of rapport between each of the commitment and satisfaction and following hypotheses have been developed:

H8. Rapport will mediate the relationship between affective commitment of customers and their satisfaction with the bank.

H9. Rapport will mediate the relationship between calculative commitment of customers and their satisfaction with the bank.

H10. Rapport will mediate the relationship between normative commitment of customers and their satisfaction with the bank.

3. Method

3.1 Sampling and data collection

Following the data collection method used in similar types of research studies (Macintosh, 2009; Dolen *et al.*, 2004), a survey was conducted on 300 bank customers of a commercial bank in Bangladesh using systematic random sampling (Malhotra, 2004). A sample frame of customers was developed based on the customers' presence at the bank branch on weekdays during business hours considering that they fulfilled the pre-selection criteria. Based on the study by Dolen *et al.* (2004), one of the pre-selection criteria was that customers should have at least three service encounters

with front line employees in one month to make sure that there was a good scope for developing rapport between customers and employees. To avoid selection bias (Delcourt *et al.*, 2013), every tenth customer entering the bank was invited to join after choosing the first customer randomly. If any selected customer refused, the counting started from the next one. From 266 respondents who agreed to fill out the questionnaire, a further 54 questionnaires were eliminated due to a vast number of missing values, outliers and incomplete responses. Finally, 212 usable questionnaires were considered for data analysis, representing a response rate of 71 per cent.

3.2 Questionnaire development

The study used five-point Likert scales, with 1 corresponding to “very important (or strongly agree)”, 5 corresponding to “not important (or strongly disagree)” and 3 corresponding to “no opinion (neither agree nor disagree)” (Malhotra, 2004). To increase the level of understanding among the respondents and to avoid any misunderstanding due to language, the final questionnaires were distributed in Bengali, though the draft questionnaire was developed in English. Hence, the questionnaire was subjected to forward translation (Hambleton, 1993) and back translation (Brislin *et al.*, 1973). A number of demographic information such as age, gender and education was also asked in the questionnaire. The gender composition of the sample was 70.3 per cent male and 29.7 per cent female, and the largest number of respondents fell into the 21-30 age group (99), followed by the 31-40 age group (76); the rest of the age groups consisted of 37 respondents.

3.3 Measurement of constructs

All the scale items were adopted from existing studies; all modifications and sources of instruments with related α values are included in Appendix 1.

To measure affective commitment, three scale items were taken from a study conducted by Bansal *et al.* (2004). The study considers affective commitment of customers as belongingness or loyalty for a particular bank, which arises from their ultimate pleasure in interacting with front line employees. The α value of these three scale items were 0.778.

To operationalise calculative commitment and normative commitment, a total of four items were adopted from the works of Styles *et al.* (2008). Although the study used two items for each variable, scales had a high corresponding value of α ($\alpha = 0.731$ and $\alpha = 0.816$, respectively). In the case of Bangladesh, most people used to have deposit schemes ranging from one to 20 years. They are also more likely to use a “savings account” than other types of bank accounts for its higher interest rate. Unfortunately, most often, this type of account has restrictions on money transferring and withdrawal. All of these factors insist customers be “committed” to the bank for long time. Considering the present situation, the study takes the understanding of calculative commitment as a situation where customers continue their relationship with the bank for logical reasons. On the other hand, an operational definition of normative commitment considers the feelings of “guilt” or “obligations” that a customer may have when terminating their relationship with the bank.

The variable rapport is measured by the adopted scale items used in the study of Gremler and Gwinner (2000). Questions regarding “harmony” and “enjoyment” were asked of customers and the α value of these two items was 0.747.

Finally, customers were asked to rate their satisfaction with their bank in terms of “interactions with employees”, “banking experience”, “wise decision” and “right decision”. Scales were taken from studies conducted by Gremler and Gwinner (2000) and Ndubisi and Wah (2005). The α value for the five scale items of satisfaction was 0.829.

Since a single self-reported questionnaire was used to collect the data during the same period of time in the same context, according to Podsakoff *et al.* (2003), statistical analysis is sufficient for verifying whether the data are subject to the common method bias. Thus, Harman’s single factor test (Harman, 1976) was applied and results indicated a satisfactory percentage (35.49 per cent) that one single factor describes total variance.

4. Data analysis and hypotheses testing

4.1 Exploratory factor analysis (EFA)

EFA using the principle component method and varimax rotation technique was conducted with a total of 22 scale items. In total, 63 per cent total variance was explained. Findings confirmed satisfactory test results for the Kaiser-Meyer-Olkin measure (0.889) and Bartlett’s Test of Sphericity (significant at $p < 0.001$ level). After the reduction of a few items for low communality values and cross loadings, confirmatory factor analysis was run with the final 14 item scales. Factor loadings for item scales and respective descriptive statistics are included in Appendix 1.

4.2 Measurement model evaluation

Structural equation modelling was used to test the hypothesised model by partial least square (PLS) method (Ringle *et al.*, 2005). The study applied PLS as it is a distribution-independent method and requires fewer constraints (Delcourt *et al.*, 2013). All the values of average variance extracted (AVEs), Composite Reliability, inter-correlations and Cronbach’s α for the constructs are reported in Table I. Findings confirmed satisfactory reliability and convergent validity (Bagozzi and Yi, 1988; Nunnally, 1978). Following the suggestions of Fornell and Larcker (1981), discriminant validity was also ensured, because the square root of all AVE values well-exceeded their corresponding inter-correlations (Table I). Results for explained variances (values of R^2) of rapport and satisfaction were 0.212 and 0.469, accordingly (Table I).

4.3 Hypotheses testing: direct effects

Critical ratio values, or t -values, were used as a measure for testing the significance of the hypotheses. Since all the t -values in Table II were found significant, except for $H3$, it can be reported that the direct effects of affective (t -values for $H1 = 3.44$ and for $H2 = 4.11$) and normative commitment (t -values for $H5 = 2.86$ and for $H6 = 2.20$) on rapport and satisfaction were significant. While the effect of calculative commitment on rapport was not supported (t -values for $H3 = 1.37$), its impact on customer satisfaction was found significant and therefore, $H4$ (t -values = 3.01) was accepted. Finally, rapport was found to have a strong effect on customer satisfaction, which lead to the support of $H7$ (t -values = 6.64).

4.4 Hypotheses testing: mediation effects

Using the indirect script written by Preacher and Hayes (2004), the bootstrapping method was conducted to verify mediation effects. All the indirect and total effects

Constructs	AVE	Composite reliability	R ²	Cronbach α	Aff_Com	Cal_Com	Nor_Com	Rapport	Satisfaction
<i>Aff_Com</i>	0.702	0.876		0.789	0.838*				
<i>Cal_Com</i>	0.788	0.881		0.731	0.353	0.888*			
<i>Nor_Com</i>	0.841	0.914		0.817	0.330	0.306	0.917*		
Rapport	0.801	0.890	0.212	0.752	0.384	0.256	0.354	0.895*	
Satisfaction	0.650	0.903	0.469	0.866	0.520	0.410	0.414	0.551	0.806*

Notes: AVE, average variance extracted. *Square root of AVE on the diagonal

Table I.
Reliability and
validity measures

Table II.
PLS output

Hypotheses	PLS output			Results
	Path coefficients	SE	CR (<i>t</i>)	
<i>H1</i> : Affective commitment will have a positive effect on rapport	0.275	0.080	3.444	Supported
<i>H2</i> : Affective commitment will have a positive effect on satisfaction	0.275	0.067	4.106	Supported
<i>H3</i> : Calculative commitment will have a positive effect on rapport	0.086	0.063	1.373	Not supported
<i>H4</i> : Calculative commitment will have a positive effect on satisfaction	0.179	0.060	3.011	Supported
<i>H5</i> : Normative commitment will have a positive effect on rapport	0.237	0.083	2.855	Supported
<i>H6</i> : Normative commitment will have a positive effect on satisfaction	0.144	0.066	2.195	Supported
<i>H7</i> : Rapport will have a positive effect on satisfaction	0.349	0.053	6.643	Supported

for three mediation models were found to be significant ($p < 0.001$; upper-lower limits have no zero with positive signs) in 95 per cent confidence interval and support *H8-H10*. Hence, it can be concluded from the findings that rapport has a considerable mediation effect on each of the commitments (affective, calculative and normative) to customer satisfaction. Detailed results of the mediation analysis are included in Appendix 2. However, following the categorisation of Zhao *et al.* (2010), the mediation impacts were classified as “complementary mediation”.

5. Discussion and conclusion

Rapport has been significantly investigated in service literature for its significant role in interpersonal interactions (Gremler and Gwinner, 2008; Hennig-Thurau *et al.*, 2006). This study therefore aims to explore the influence of the affective, calculative and normative commitment of customers on rapport, and the mediating role of rapport between each type of commitment and customer satisfaction.

Similar to extant literature that confirms the mediator role of rapport between the individual's attitudes and their own behaviour, such as in the case of satisfaction (Delcourt *et al.*, 2013), the current study found that rapport has a significant mediation effect between the affective and normative commitment of customers and their satisfaction with a particular bank. Rapport was found as a construct that can strengthen/weaken one's commitment and can re-evaluate one's satisfaction. Results of the study also indicate that affective commitment holds the highest influence on rapport among all three types of commitments. However, the study did not find any considerable impact of calculative commitment on rapport. Finally, findings confirmed the strong impact of rapport on satisfaction.

The study contributes to the literature by exploring the mediation effect of rapport between commitment and satisfaction. While recent literature has argued that satisfaction is an antecedent of commitment (Aurier and N'Goala, 2010), or that commitment is a moderator between satisfaction-loyalty relationships (Wu, 2011), the empirical findings of this study contributes to the literature that commitment can act as an antecedent of satisfaction, considering rapport is a mediator in the link. As higher levels of commitment reduce the attractiveness of available alternatives,

thereby making customers non-responsive to the dissatisfaction-related criteria (Wu, 2011), customers become more positive towards rapport-building procedures with employees. Another interesting finding of this paper concerns identifying the role of normative commitment for rapport, which has been among the least discussed constructs in past relationship literature. The study makes a theoretical contribution through its discovery that normative commitment has a significant influence on bank customers' minds; additionally, its impact on satisfaction is also a factor to be mediated by rapport with bank employees.

Implications for bank managers are that they should pay more attention to customers' needs and instil a sense of "belonging" in them (i.e. thoughts such as, "This is my bank") through the warmth of their service interactions, as affective commitment has the strongest impact on rapport-building behaviour and customer satisfaction. Affective commitment can also be used as a valuable input in developing future promotional and public relations (PR) strategies. For example, bank management can use an "emotional" or "pleasurable" appeal in their promotional messages to customers. Supportive findings for normative commitment illustrate that it should not be ignored by management, who should consider the contribution of morality in customer mindsets. In reality, leaving one type of commitment unattended will limit the boundary of knowledge (Fullerton, 2003).

5.1 Limitations and future research

The results of this study should be viewed in relation to certain empirical limitations that may have influenced the results. First, the service setting of this study was based on one single country; therefore, future research is encouraged to apply the theoretical models to other similar developing economies. Second, no reverse-coded questions were included in the questionnaire and a few constructs were measured using only two scale items. Another additional limitation is that the models were estimated using data from personal/non-business bank customers. Hence, future research endeavours may attempt to explore specific findings from different customer groups, as well as business customers.

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Items	Factor loadings	<i>n</i> = 212	
		Mean	SD
<i>Affective commitment</i> ($\alpha = 0.778$) ^a			
I take pleasure in being a customer of this bank	0.784	3.63	0.705
I am a loyal patron of this bank	0.695	3.46	0.843
I feel a sense of belonging to this bank	0.763	3.54	0.764
<i>Calculative commitment</i> ($\alpha = 0.731$) ^b			
It is too difficult to switch to another bank (for product benefits or switching cost) otherwise, I would consider leaving	0.815	2.63	0.682
It would be hard for me to transfer the investments that I have in this bank to another bank, so I am continuing my relationship with it	0.798	2.84	0.683
<i>Normative commitment</i> ($\alpha = 0.816$) ^b			
I would feel guilty if I left this bank now	0.837	2.52	0.986
I would not leave this bank because I have a sense of obligation to them	0.832	2.65	1.051
<i>Satisfaction</i> ($\alpha = 0.829$) ^c			
I think I did the right thing when I decided to use this bank for my banking needs	0.678	3.47	0.783
I am satisfied interacting with employees	0.780	3.53	0.774
I am satisfied with my banking experience	0.753	3.57	0.752
My choice to use this bank was a wise one	0.632	3.52	0.742
If I had to do it all over again, I would still choose to use this bank	0.706	3.43	0.824
<i>Rapport</i> ($\alpha = 0.747$) ^d			
In thinking about my relationship, I have a harmonious relationship with employees	0.783	3.33	0.895
In thinking about my relationship with employees, I enjoy interacting with them	0.699	3.28	0.775

Table A1.
Descriptive statistics,
construct reliability
and factor loadings

Sources: ^aBansal *et al.* (2004); ^bStyles *et al.* (2008); ^cGremler and Gwinner (2000) and Ndubisi and Wah (2005); ^dGremler and Gwinner (2000)

Appendix 2. Bootstrap results for mediation analysis

Table AII.
Mediation 1:
Affective
commitment as a
mediator between
rapport and
satisfaction
relationship

Paths	Coefficient	SE	t-value	p-value	
IV to mediators (a paths)	0.4276	0.0718	5.9548	0.0000	
Rapport					
Direct effects of mediators on DV (b paths)	0.3899	0.0512	7.6099	0.0000	
Rapport					
Total effect of IV on DV (c path)	0.5255	0.0601	8.7433	0.0000	
Affective commitment					
Direct effect of IV on DV (c-prime path)	0.3588	0.0576	6.2250	0.0000	
Affective commitment					
Model summary for DV model					
R^2	Adj- R^2	F	df1	df2	p
0.4259	0.4204	77.5363	2.0000	209.0000	0.0000
<i>Bootstrap results for indirect effects</i>					
Indirect effects of IV on DV through proposed mediators (ab paths)					
	Data	Boot	Bias	SE	
Total	0.1667	0.1679	0.0012	0.0372	
Rapport	0.1667	0.1679	0.0012	0.0372	
Bias corrected confidence intervals					
	Lower	Upper			
Total	0.1027	0.2466			
Rapport	0.1027	0.2466			
Notes: DV, satisfaction; IV, affective commitment; MEDS, rapport					

Table AIII.
Mediation 2:
Calculative
commitment as a
mediator between
rapport and
satisfaction
relationship

Paths	Coefficient	SE	t-value	p-value	
IV to mediators (a paths)	0.3103	0.0824	3.7644	0.0002	
Rapport					
Direct effects of mediators on DV (b paths)	0.4480	0.0504	8.8886	0.0000	
Rapport					
Total effect of IV on DV (c path)	0.4488	0.0705	6.3644	0.0000	
Calculative commitment					
Direct effect of IV on DV (c-prime path)	0.3098	0.0622	4.9791	0.0000	
Calculative commitment					
Model summary for DV model					
R^2	Adj- R^2	F	df1	df2	p
0.3917	0.3858	67.2798	2.0000	209.0000	0.0000
<i>Bootstrap results for indirect effects</i>					
Indirect effects of IV on DV through proposed mediators (ab paths)					
	Data	Boot	Bias	SE	
Total	0.1390	0.1373	-0.0018	0.0366	
Rapport	0.1390	0.1373	-0.0018	0.0366	
Bias corrected confidence intervals					
	Lower	Upper			
Total	0.0701	0.2159			
Rapport	0.0701	0.2159			
Notes: DV, satisfaction; IV, calculative commitment; MEDS, rapport					

Paths	Coefficient	SE	<i>t</i> -value	<i>p</i> -value	
IV to mediators (a paths) Rapport	0.2776	0.0517	5.3712	0.0000	
Direct effects of mediators on DV (b paths) Rapport	0.4304	0.0526	8.1782	0.0000	
Total effect of IV on DV (c path) Normative commitment	0.3050	0.0452	6.7493	0.0000	
Direct effect of IV on DV (c-prime path) Normative commitment	0.1855	0.0420	4.4114	0.0000	
Model summary for DV model					
<i>R</i> ²	Adj- <i>R</i> ²	<i>F</i>	df1	df2	<i>p</i>
0.3775	0.3715	63.3629	2.0000	209.0000	0.0000
<i>Bootstrap results for indirect effects</i>					
Indirect effects of IV on DV through proposed mediators (ab paths)					
	Data	Boot	Bias	SE	
Total	0.1195	0.1187	-0.0008	0.0279	
Rapport	0.1195	0.1187	-0.0008	0.0279	
Bias corrected confidence intervals					
	Lower	Upper			
Total	0.0723	0.1816			
Rapport	0.0723	0.1816			
Notes: DV, satisfaction; IV, normative commitment; MEDS, rapport					

Table AIV.
Mediation 3:
Normative
commitment as a
mediator between
rapport and
satisfaction
relationship

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