

**Does Job Embeddedness Mediate the Effects of High-
Performance Work Practices on Turnover
Intentions? A Study in the Airline Industry**

Sanaz Vatankhah

Submitted to the
Institute of Graduate Studies and Research
in partial fulfillment of the requirements for the Degree of

Master of Science
in
Tourism Management

Eastern Mediterranean University
May 2013
Gazimağusa, North Cyprus

Approval of the Institute of Graduate Studies and Research

Prof. Dr. Elvan Yılmaz
Director

I certify that this thesis satisfies the requirements as a thesis for the degree of Master of Science in Tourism Management.

Prof. Dr. Mehmet Altınay
Dean, Faculty of Tourism

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Master of Science in Tourism Management.

Prof. Dr. Osman M. Karatepe
Supervisor

Examining Committee

1. Prof. Dr. Osman M. Karatepe

2. Assoc. Prof. Dr. Hasan Kilic

3. Asst. Prof. Dr. Guven Ardahan

ABSTRACT

The purpose of this thesis is to develop and test a conceptual model that investigates the effects of high-performance work practices on job embeddedness and turnover intentions. In this model, the mediating role of job embeddedness was also tested. Data were gathered from flight attendants in the three private airline companies in Iran to test the relationships among study variables. These relationships were tested via LISREL 8.30 through structural equation modeling.

The results show that the indicators of high-performance work practices (i.e., selective staffing, job security, training, empowerment, rewards, teamwork, career opportunities) increase flight attendants' job embeddedness. The results also show that such high-performance work practices reduce flight attendants' turnover intentions. The results of this study demonstrate the partial mediating role of job embeddedness between these high-performance work practices and turnover intentions.

In this study, management implications are presented and limitations and future research directions are provided.

Keywords: Flight Attendants; High-Performance Work Practices; Job Embeddedness; Turnover Intentions

ÖZ

Bu tezin amacı, yüksek performanslı insan kaynakları uygulamalarının iş ile iç içe olma ve işten ayrılma değişkenleri üzerindeki etkilerini araştıran kavramsal bir modeli geliştirip test etmektir. Bu modelde, iş ile iç içe olma değişkeninin aracı rolü de test edilmektedir. Değişkenler arası ilişkilerin test edilebilmesi amacıyla, veri İran’da faaliyet gösteren üç farklı hava yolu işletmesinde çalışan uçuş görevlilerinden toplanmıştır. Analiz kapsamında LISREL 8.30 programı vasıtasıyla yapısal eşitlik modellenmesi kullanılmıştır.

Bulgular, yüksek performanslı insan kaynakları uygulamalarının (seçici işe alma, iş garantisi, eğitim, güçlendirme, ödüllendirme, ekip çalışması ve kariyer olanakları) uçuş görevlilerinin iş ile iç içe olmalarını artırdığını göstermektedir. Bulgular, aynı zamanda, bu yüksek performanslı insan kaynakları uygulamalarının uçuş görevlilerinin işten ayrılma niyetlerini düşürdüğünü göstermektedir. Bu çalışmanın bulguları, iş ile iç içe olma değişkeninin yüksek performanslı insan kaynakları uygulamaları ile işten ayrılma niyeti arasında kısmi bir aracı rolü olduğunu ortaya koymaktadır.

Bu çalışmada, yönetsel belirlemeler üzerinde durulmuş, araştırmanın sınırları ve ileride yapılacak araştırmalar ile ilgili belirlemelere yer verilmiştir.

Anahtar Kelimeler: İş ile İç İçe Olma; İşten Ayrılma Niyeti; Uçuş Görevlileri; Yüksek Performanslı İnsan Kaynakları Uygulamaları

ACKNOWLEDGMENT

First of all I am grateful to the almighty God for establishing me to complete this thesis.

I wish to express my sincere thanks to Prof. Dr. Mehmet Altinay, Dean of the Faculty of Tourism and Assoc. Prof. Dr. Hasan Kilic, Vice Dean of the Faculty of Tourism for providing me all the necessary support and encouragement.

I place on record, my sincere gratitude to Prof. Dr. Osman M. Karatepe for his constant support, great guidance and ongoing encouragement. I am extremely grateful and indebted to him for his expert, sincere and valuable support extended to me.

I take this opportunity to record my sincere thanks to my husband, Ali Raoofi for his support during my master program. Without his support I could not reach any of my goals. I would like to dedicate this success to my mother's soul, Zahra Razmjoo, if she was still with us, she would have been extremely happy to see me fulfilling such a great success. I would also like to put my sense of gratitude to my father Nasser Vatankhah for helping me to build the personality I have today and Dariush Raoofi for his support in fulfilling my academic success.

I also place on record, my sincere thanks to Georgiana Karadas for her warm help and support and to all who directly or indirectly, had lent their helping hand in this venture.

TABLE OF CONTENT

ABSTRACT.....	iii
ÖZ.....	iv
ACKNOWLEDGMENT.....	v
LIST OF TABLES.....	ix
LIST OF FIGURES.....	x
1 INTRODUCTION.....	1
1.1 Research Philosophy.....	1
1.2 Purpose of the Thesis.....	2
1.3 Contribution of the Thesis.....	4
1.4 Proposed Methodology.....	5
1.5 Content of the Thesis.....	7
2 LITERATURE REVIEW.....	9
2.1 Theoretical Frameworks.....	9
2.1.1 Social Exchange Theory.....	9
2.1.2 Social Information Processing Theory.....	10
2.2.1 Selective Staffing.....	12
2.2.2 Job Security.....	13
2.2.3 Training.....	14
2.2.4 Empowerment.....	14
2.2.5 Rewards.....	15
2.2.6 Teamwork.....	16
2.3 Job Embeddedness.....	17
2.3.1 Links.....	18
2.3.2 Fit.....	18

2.3.3 Sacrifice	19
2.4 Turnover Intentions	19
3 RESEARCH HYPOTHESES	21
3.1 Conceptual Model	21
3.2 Hypotheses Development.....	23
3.2.1 High-Performance Work Practices and Job Embeddedness.....	23
3.2.2 High-Performance Work Practices and Turnover Intentions	26
3.2.3 Job Embeddedness and Turnover Intentions	27
3.2.4 Job Embeddedness as a Mediator	27
4 METHODOLOGY	29
4.1 Deductive Approach.....	29
4.2 Sample and Procedure	30
4.3 Questionnaire Structure and Measures.....	31
4.3.1 The Time I and Time II Questionnaires	31
4.3.2 Measures	32
4.4 Data Analysis	32
5 RESULTS	35
5.1 Sample.....	35
5.2 Psychometric Properties of the Measures	36
5.3 Tests of Research Hypotheses.....	37
6 DISCUSSION	41
6.1 Summary of Findings	41
6.2 Implications for Practice	43
6.3 Limitations and Future Research Directions	44
7 CONCLUSION.....	46
REFERENCES	47
APPENDICES	58

Appendix 1: A Field Study in the Airline Industry in Iran (Time I)	59
Appendix 2: A Field Study In The Airline Industry In Iran (Time Ii)	65

LIST OF TABLES

Table 1: Respondents' Profile.....	36
Table 2: Means, Standard Deviations, and Correlations	38
Table 3: Structural Model Test Results.....	39

LIST OF FIGURES

Figure 1: Conceptual Model.....	22
---------------------------------	----

Chapter 1

INTRODUCTION

The first chapter of the thesis begins with information about research philosophy utilized in this empirical study. This is followed by presentation of the purpose of the empirical study and its contribution to the literature. Moreover, this chapter gives information about proposed methodology that is associated with sampling and procedure, measurement, and data analysis. In the remaining part of this chapter, information regarding the rest of chapters is provided.

1.1 Research Philosophy

The purpose of this thesis is to propose and test a conceptual model that examines the mediating role of job embeddedness (JE) in the relationship between high-performance work practices (HPWPs), as manifested by selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities, and turnover intentions (TI). It is obvious that this thesis uses deductive approach. Deductive approach is associated with “a theory testing process which commences with an established theory or generalization, and seeks to see if the theory applies to specific instances” (Hyde, 2000, p. 83). Accordingly, this thesis uses social exchange theory (SET) (Cropanzano & Mitchell, 2005) and social information processing (SIP) theory (Salancik & Pfeffer, 1978) as the two theoretical frameworks

and empirical evidence in the extant literature to develop the specific hypotheses and have a better understanding of the relationships between variables of this study.

1.2 Purpose of the Thesis

Customer-contact employees play a critical role in delivery of high quality services in the tourism and hospitality industry. Heuven and Bakker (2003) argue that cabin attendants show common characteristics with other customer-contact professions, playing the same critical role in the airline industry. Chen (2006) argues that the airline industry is characterized with its service-intensive nature and a comprehensively high costs regarding labor and overall costs. Therefore, turnover is an important phenomenon in this industry. Chen (2006), for example, found that despite high demand for flight attendant positions in Taiwan, the annual turnover rate for this occupation was around 13%. In another study of flight attendant occupation, the recruitment rate of China Airlines was only 3.8%, but turnover rate was between 7% and 8% (Liang & Hsieh, 2005). High turnover rate among flight attendants was also shown in Kim and Back's (2012) study. As a result, high turnover rate among flight attendants and possible remedies to decrease it deserves more investigation (Chen & Chen, 2012).

Adopting some human resource practices can help managers to reduce turnover rate among their employees (Boselie, Dietz, & Boon, 2005). Generally, human resource practices, which are able to increase employee performance, are known as HPWPs (Combs, Liu, Hall, & Ketchen, 2006). According to various conceptual and empirical studies, training, empowerment, rewards, job security, career opportunities, selective staffing, and teamwork are among the best HPWPs (e.g., Boselie et al., 2005; Babakus, Yavas, Karatepe, & Avci, 2003; Pfeffer, 1998). According to SET,

“employees view human resource practices and trustworthiness of management as indicative of the organization’s ommitment to them. In turn, employees reciprocate with appropriate attitudes and behaviors” (Zacharatos, Barling, & Iverson, 2005, p. 78). Therefore, it is expected that HPWPs can result in higher in-role and extra role performances. Additionally, in line with SET, Sun, Aryee, and Law (2007) has found that HPWPs are negatively related to turnover.

JE is an employee retention strategy, which has been introduced to the literature by Mitchell, Holtom, Lee, Sablynski, and Erez (2001). The JE construct is an example of a recent non-traditional withdrawal behavior. Regarding its consequences, JE increases in-role performance and extra-role performance and decreases voluntary turnover (Karatepe & Ngeche, 2012; Lee, Mitchell, Sablynski, Burton, & Holtom, 2004). Links, fit, and sacrifice are three dimensions of JE. Links refer to “formal or informal connections between a person and institutions or other people”; fit refers to “an employee’s perceived compatibility or comfort with an organization and with his or her environment”; and sacrifice refers to “the perceived cost of material or psychological benefits that may be forfeited by leaving a job” (Mitchell et al., 2001, p. 1104-1105).

It is assumed that highly embedded employees would perform effectively in the workplace and stay in the organization. SIP states that employees rely on cues from their surrounding work environments to interpret events, develop appropriate attitudes, and understand expectations concerning their behavior and its consequences (Salancik & Pfeffer, 1978). According to Lev and Koslowsky (2012), “... important information or relevant cues concerning effective behavior ... comes

from the immediate work environment” (p. 58-59). In this case, embedded employees can obtain more information by developing more links and identifying whether an ideal fit has been established between him/her and the work environment.

Looking from another perspective, Takeuchi, Chen, and Lepak (2009) argue that higher levels of HPWPs show the value the organization attaches to employees. This value can be interpreted in terms of the organization’s care about its employees.

In light of the above discussion, the purpose of this thesis is to develop and test a conceptual model that investigates the relationships among HPWPs, JE and TI. Specifically, the mediating role of JE in the relationship between HPWPs, as manifested by selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities, and TI is assessed. These relationships are tested via data gathered from a sample of flight attendants in the private airline companies in Iran.

1.3 Contribution of the Thesis

This study has several contributions to the literature. As mentioned before, JE is an employee retention strategy, and empirical research indicates that highly embedded individuals perform effectively in the workplace. In addition, such employees display less TI (e.g., Karatepe, 2013a; Karatepe & Ngeche, 2012; Lee et al., 2004; Mitchell et al., 2001). However, very little is known about the antecedents and outcomes of JE in frontline service jobs in the current literature (Karatepe, 2013a; Karatepe & Karadas, 2012; Karatepe & Ngeche, 2012).

Second, using flight attendants as the sample of the study is another important contribution of this study. Chen (2006) believes that turnover among flight attendants is practically so high due to their level of work stress and particular unstable working environment. However, to date, little attention has been paid to this notion in the literature. High turnover rate among flight attendants is costly for airlines and employees, and further research is required to reduce the level of turnover by testing and investigating the potential and actual reasons (Chen & Chen, 2012). The current study uses flight attendants as the sample of the study to investigate whether the presence of HPWPs can result in less TI through JE. On the other hand, though there is an increasing interest in flight attendants in the current literature (see, for example, Xanthopoulou, Bakker, Heuven, Demerouti, & Schaufeli, 2008), this specific occupation has been under-represented in JE research.

Finally, using a two-week time lag to reduce the possibility of common method bias is another important contribution of this thesis. This is important, since common method bias is a potential threat that creates measurement error (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Such warning is highlighted in recent conceptual and empirical studies in the hospitality management literature (e.g., Karatepe, 2013a, b; Karatepe & Ngeche, 2012; Kim, Tavitiyaman, & Kim, 2009; Line & Runyan, 2012).

1.4 Proposed Methodology

As stated earlier, deductive approach is used for this study. That is, the researcher develops logical relationships among various study constructs using well-established theoretical underpinnings and then gathers data for testing the relationships. This study uses judgmental sampling. Judgmental sampling is a type of non-probability

sampling in which the sample elements are selected based on the judgment of the researcher (Babbie, 1999).

Specifically, data were gathered from flight attendants in the private airline companies. Flight attendants do emotional labor, have intense contact with passengers, are responsible for delivering quality service and responding to complaints successfully, and represent the airline company (Heuven & Bakker, 2003; Kim & Back, 2012). As mentioned before, data were collected from flight attendants with a time lag of two weeks in order to minimize the possibility of common method bias (Podsakoff et al., 2003).

The Time I questionnaire consisted of the selective staffing, job security, training, empowerment, rewards, teamwork, career opportunities, and JE measures as well as items concerning demographic variables (i.e., age, gender, education, organizational tenure, marital status). The Time II questionnaire consisted of the TI measure. Flight attendants who filled out the Time I questionnaires were also requested to participate in the study at Time II.

The scale items used in this thesis were obtained from different studies in the literature (e.g., Boshoff & Allen, 2000; Coyle-Shapiro & Morrow, 2003; Hayes, 1994). The Time I and Time II questionnaires were self-administrated by respondents. Both questionnaires were distributed with the cover page that included information about anonymity and confidentiality. Responses to all items in the indicators of HPWPs, JE, and TI were rated on five-point scales (5 = strongly agree to 1= strongly disagree).

All items in these questionnaires were prepared according to the guidelines of the back-translation method (McGorry, 2000). That is, all items were originally prepared in English and then translated into Persian, which is the official language in Iran. Two different pilot studies were conducted with flight attendants for the understandability of items in the Time I and Time II questionnaires.

Frequencies were used for reporting respondents' profile. In this thesis, a two-step approach proposed by Anderson and Gerbing (1988) was used. Specifically, the measurement model was assessed in terms of convergent and discriminant validity. The proposed structural model was assessed using structural equation modeling. The mediating relationships were tested in light of the directions given by James, Mulaik, and Brett (2006). Composite reliability was used for addressing issue of internal consistency reliability (Bagozzi & Yi, 1988). These analyses were made via LISREL 8.30 (Joreskog & Sorbom, 1996).

1.5 Content of the Thesis

There are seven chapters in this thesis. This chapter presents information about research philosophy, purpose and contribution of the empirical study. In this chapter, information regarding proposed methodology is also presented.

Literature review is provided in chapter two. Literature review consists of SET and SIP theory to have a better understanding of the relationships between the selected indicators of HPWPs, JE, and TI. The selected indicators of HPWPs that are training, empowerment, rewards, job security, career opportunities, selective staffing, and teamwork are discussed in chapter two. In the remainder of chapter two, the JE dimensions (i.e. links, fit, sacrifice) and TI are discussed.

Chapter three introduces research hypotheses. In this chapter, the conceptual model will be presented. The study hypotheses are developed based on SET, SIP theory, and empirical evidence in the current literature.

Chapter four consists of information about methodology of the empirical study. Information about deductive approach is provided. Issues regarding sampling and procedure and questionnaire structure and measures are discussed. Finally, this chapter provides information about how data are analyzed.

The results are presented in chapter five. Discussion, implications for managers, limitations of the study, and implications for future research are provided in chapter six. Finally, in chapter seven, the conclusion of the thesis is provided.

Chapter 2

LITERATURE REVIEW

This chapter starts with an overview on two theoretical foundations of the empirical study, which are SET and SIP theory. These two theories help our understanding of the relationships among variables of the study. This chapter also contains information about the indicators of HPWPs and their effects on turnover intentions. This is followed by information regarding JE and its components-links, fit, and sacrifice. Finally, TI as the outcome of job embeddedness will be discussed.

2.1 Theoretical Frameworks

Studies without the support of theory would be meaningless. Theory is a tool that can help researchers' understanding of different concepts in the literature (Colquitt & Zapata-Phelan, 2007). This study uses SET and SIP theory to help better understanding of the relationships between dependent (e.g., TI) and independent (e.g., indicators of HPWPs) variables.

2.1.1 Social Exchange Theory

SET is a theory that is used for understanding the relationship between the organization's human resource practices and its employees' responses through attitudes and behaviors. According to Cropanzano and Mitchell (2005), "relationships evolve over time into trusting, loyal, and mutual commitments" (p. 875). Rules of exchange, reciprocity, or repayment rules can explain such relationship. For example, employees are likely to be highly engaged in their work when they perceive that management of their hotels invest in human resources in

terms of training, empowerment, and rewards (Karatepe, 2013c). In other words, they respond to these HPWPs via work engagement.

Employers who use ways to improve social exchange with their employees seek a longer relationship with them and are concerned about their employees' personal well-being and future career development (Tsui, Pearce, Porter, & Tripoli, 1997; Van Dyne & Ang, 1998). The presence of HPWPs shows that the organization values their employees and is concerned about their future career path. Employees are more likely to respond to their employers through positive attitudes and behaviors when they work in an environment where they are able to develop different skills and abilities for their professional life (Zacharatos et al., 2005). Therefore, we surmise that flight attendants will respond to HPWPs, as manifested by as training, empowerment, rewards, job security, career opportunities, teamwork, and selective staffing, through high levels of JE and low levels of TI.

2.1.2 Social Information Processing Theory

Like SET, SIP theory has also been used as one of the theoretical underpinnings to understand the relationship between HPWPs and employee outcomes. According to SIP theory, employees rely on cues from their surrounding work environments to interpret events, develop appropriate attitudes, and understand expectations concerning their attitudes and behaviors (Salancik & Pfeffer, 1978). Therefore, it is reliable to understand people's behavior by focusing on the "informational and social environment within which that behavior occurs and to which it adapts" (Salancik & Pfeffer, 1978, p. 226).

According to the abovementioned explanations regarding SIP theory, HPWPs signal that employers support and care about their employees. For example, selective staffing as one of the indicators of HPWPs sends this message to employees that the quality of individuals hired by the organization is important for the organization (e.g., Huselid, 1995). Using rewards and empowering employees as a strong motivational tool is also expected to have the same impact on employees' perceptions. Moreover, consistent with the principles of SIP theory, Sun et al. (2007) state, "extensive skills training foster the perception of the work environment as being supportive" (p. 571).

In a study, Kim and Back (2012) focus on the team-based characteristics of flight attendant occupation and suggest that flight attendants' attitudes are shaped according to the symbols and cues they receive from their coworkers in the immediate work environment. According to various studies, different job outcomes can be investigated under the light of SIP theory. For example, these job outcomes include service-oriented organizational citizenship behaviors (Tang & Tang, 2012), job satisfaction and affective organizational commitment (Takeuchi et al., 2009), and voluntary turnover (Sun et al., 2007).

2.2 High-Performance Work Practices

Organizations can be successful in achieving their planned level of performance by investing in their employees, providing them the opportunity to participate, help them develop and improve themselves by means of appropriate resources. These resources can be referred to as HPWPs. These practices are a well-combination of different human resource practices and employed with the aim of enhancing employee performance and reducing turnover (Huselid, 1995). According to Pfeffer

(1998), selective staffing, employment security, self-managed teams and decentralization of decision-making, extensive training, compensation, decreasing status distinctions, and extensive sharing of information about the financial performance of the organization are the indicators of effective human resource practices.

In this section, a detailed analysis of the current literature is made to ascertain the indicators of HPWPs for flight attendants. The selected indicators of HPWPs (i.e., selective staffing, job security, training, empowerment, rewards, teamwork, career opportunities) are discussed below. It is important to note that these are also among the most effective human resource practices shown in Boselie et al.'s (2005) study.

2.2.1 Selective Staffing

One of the indicators of HPWPs selected in this study is selective staffing. Employee selectivity makes sure that a pool of high performing employees who is expected to make a substantial contribution to the success of the company enters the organization. In the airline industry, Singapore Airlines is known as one of the leading airline companies. Management of the company makes sure that individuals are subjected to a stringent selection process, which is considered one of the indicators of service excellence (Wirtz, Heracleous, & Pangarkar, 2008). Bamford and Xystouri (2005) suggest that effective selection practices should not be neglected in human resource practices in the airline industry to increase the performance levels of flight attendants.

The critical role of selective staffing also receives attention from hospitality-related studies. For example, Karatepe (2013a) highlights the need for hiring the most

suitable individuals who will fit the organizational culture. To do this, organizations can use various tool during the selection process. This need is highlighted in a study conducted with hotel employees (Wolfe & Kim, 2013). In short, a careful selection of flight attendants is likely to reduce voluntary turnover and increase job performance. This investment suggests to other flight attendants that management of the company is committed to delivery of service quality and pays attention to the well-being of employees by using stringent selective tools.

2.2.2 Job Security

Job security is one of the indicators of HPWPs selected in our study, because it is still a problem in the travel and hospitality industry. Job security and insecurity are defined as “people’s evaluation of their current employment conditions and perception of their future in their current job from positive and negative perspectives, respectively” (Zeytinoglu et al., 2012, p. 2810). Employees will have trust in management when they perceive that job security is guaranteed in the organization.

On the other hand, regarding the competition in the marketplace, job insecurity has been increasing among employees for years. Due to the global recession, many companies are under pressure of using retrenchment strategy. For example, to survive in the competitive market environment, many companies have reduced the total number of employees. However, according to Karatepe (2013b), “...employees with job security experience lower levels of organizational politics...Therefore, provision of greater job security in the hospitality industry, where job insecurity is still a major problem, would enhance management’s capability to hire and retain desirable employees” (p. 97). Consistent with this statement, management of companies has to make sure that job security is guaranteed to employees based on a fair performance appraisal mechanism. This is likely to lessen employees’ intentions

to leave the organization and motivate them to be among top performers in the workplace.

2.2.3 Training

Training is an important indicator of HPWPs that stimulates employees to show positive job outcomes. According to Tang and Tang (2012), training employees in service organizations is aimed at improving employees' service competencies and helping employees to improve their present knowledge and skills. Bamford and Xystouri (2005) have found that training is an area that should not be ignored by airline managers, because activities associated with training can result in high quality performance among flight attendants. Training and re-training is also considered among the indicators of service excellence at Singapore Airlines and is done for developing flight attendants' skills from all aspects of the job, not only from the technical aspect (Wirtz et al., 2008). It seems that training can decrease TI and increase job satisfaction and affective organizational commitment (Karatepe, Yavas, & Babakus, 2007).

In various hospitality-related studies, it is recommended that management of hotels should invest in training their employees continuously (e.g., Doyle, Findlay, & Young, 2012; Karatepe, 2013c). Then, these trained individuals will have the knowledge, skills, and abilities to provide a substantial contribution to organizational success.

2.2.4 Empowerment

As one of the indicators of HPWPs, empowerment makes managers relinquish most of their authority in service delivery and complaint-handling processes (Babakus et al., 2003; Babakus, Yavas, & Karatepe, 2008; Karatepe, 2013c). Once employees are empowered and are taught in training programs how to use empowerment, they

can respond to customer problems or complaints without losing any time and return unhappy customers to satisfied one (Babakus et al., 2003; Boshoff & Allen, 2000).

Bamford and Xystouri (2005) suggest that empowerment is an important element that should be adopted in managing flight attendants. This is important, because empowered flight attendants are able to solve passengers' problems and satisfy their needs and wants beyond the standard requirements of the job. Therefore, empowerment is always considered among the indicators of HPWPs or service excellence (Wirtz et al., 2008).

It should be noted that empowerment does not give the expected outcomes without proper training programs. Specifically, Babakus et al. (2003) suggest that empowerment should be followed with an appropriate training program to increase employees' understanding of empowerment and the way it should be used in service encounters. It also seems that training can decrease TI and increase job satisfaction and affective organizational commitment (Karatepe et al., 2006). The critical role of empowerment in service delivery and complaint-handling processes is highlighted as one of the management implications in hospitality-related studies (e.g., Karatepe, 2013c; Tang & Tang, 2012).

2.2.5 Rewards

Providing rewards to employees based on a fair performance appraisal system in an organization is one of the effective human resource practices. Therefore, it is considered one of the indicators of HPWPs in our study. Specifically, rewards are seen as the key to encourage employees to display attitudes and behaviors that are acceptable by passengers and managers. The presence of rewards sends signals to

employees that the company recognizes high performing employees and their contribution to the success of the company (Wirtz et al., 2008). In a study of flight attendants in Korea, Myungsook and Yonghwi (2011) have found that rewards and promotion are positively related to flight attendant's service-oriented behaviors. Rewards also appear to increase frontline employees' job satisfaction and affective commitment to the organization and decrease their TI (Karatepe et al., 2006).

An analysis of the current literature on hospitality-related studies shows that rewards are considered an important tool to motivate individuals for better performance and lower turnover (e.g., Karatepe, 2013c; Tang & Tang, 2012). As discussed by Babakus et al. (2008) and Karatepe (2013c), rewards should be given to empowered employees who deliver quality service to customers and handle customer complaints successfully. This leads to conclusion that training, empowerment, and rewards should be implemented simultaneously.

2.2.6 Teamwork

Teamwork is inevitable in the airline industry. Teamwork is named as 'successful service delivery teams' at Singapore Airlines (Wirtz et al., 2008). Lack of teamwork or ineffective teamwork can lead to problems associated with service delivery process and safety flights.

Teams are important for flight attendants, because they work with their coworkers for long hours, and success of the relevant flight is highly dependent on the performance of each of the team members. Therefore, a good acceptance of team from crewmembers is essential. Xanthopoulou et al. (2008), for example, have found that colleague support is positively related to flight attendants' work

engagement. Kellett, Humphrey, and Sleeth, (2009) suggest that successful teams can contribute to the individuals career success. As stated by Chen and Kao (2012), management of airline companies could emphasize “the teamwork element of being a flight attendant, rather than viewing it as an individual pursuit” (p. 872). As is the case with other indicators of HPWPs, teamwork is also recommended as one of the important management implications in hospitality-related studies (e.g., Karatepe, Babakus, & Yavas, 2012).

2.2.7 Career Opportunities

Offering career opportunities has two advantages. First, they enable managers to retain a pool of high performing employees. Second, they enable managers to attract competent individuals to the organization. Therefore, it is important to offer career opportunities to flight attendants. When flight attendants feel confident about their future career development and feel that it is more likely to achieve their future plans, their job attitudes should be more positive (Liang & Hsieh, 2005). Career opportunities are also among effective human resource practices in Boselie et al.’s (2005) study.

Not surprisingly, the importance of career opportunities in retaining employees and attracting talented individuals to the organization is highlighted as implications for managers in hospitality-related studies (Karatepe, 2013b; Karatepe & Ngeche, 2012). Otherwise, it is difficult to make employees become embedded in their jobs and expect them to display quality job performance.

2.3 Job Embeddedness

JE is defined as “the collection of forces keeping an employee in the job” (Halbesleben & Wheeler, 2008, p. 242). JE is a retention construct that reflects

employees' decisions to directly participate both on- and off-the job (Lee et al., 2004). Links, fit, and sacrifice are three dimensions of JE (Mitchell et al., 2001). Consistent with SET and SIP theory, we surmise that the availability of HPWPs, as manifested by selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities, makes employees become embedded their jobs. That is, employees will become embedded in their jobs in response to these HPWPs. In addition, these HPWPs will signal that management of the company supports and cares about its employees' well-being.

2.3.1 Links

Links refer to "formal and informal connections between a person, institutions or other people" (Mitchell et al., 2001, p. 1104). Having strong connection with coworkers and managers motivates employees to remain in the organization. This is also valid for the community in which the individual lives. For example, when there are opportunities for individuals to spend time for their hobbies with family members, off-the-job embeddedness is in place.

2.3.2 Fit

Fit can be defined as an "employee's perception of compatibility with his or her organization or environment" (Mitchell et al., 2001, p. 1104). The more is the perceived fit, the more employees will be embedded in his or her job. Fit can be between the current job and employees' skills and knowledge towards their job that can help them to have better performance. This fit can also happen in the community. For example, the general culture of the location can fit the individual's expectation about the community.

2.3.3 Sacrifice

Sacrifice refers to “the perceived cost of material or psychological benefits that may be forfeited by leaving a job” (Mitchell et al., 2001, p. 1105). Employees showing voluntary turnover should know that they would sacrifice a number of benefits in the organization and the community. Therefore, having a number of HPWPs in the organization is useful for retention of talented employees. Employees also pay attention to benefits or opportunities available in the community they live in. For example, they have to consider the expectations of their spouses and children before making specific plans to leave the organization. Otherwise, the same benefits or opportunities available in the current community might be unavailable in the new community (cf. Halbesleben & Wheeler, 2008; Mitchell et al., 2001).

2.4 Turnover Intentions

Although there are performance outcomes such as extra-role performance and service recovery performance that are triggered by JE, our study uses TI an attitudinal outcome for at least two reasons. First, turnover seems to be widespread in the airline industry (Kim & Back, 2012), and management of airline companies should invest in human resources to reduce their flight attendants’ voluntary turnover. Second, the effects of the aforementioned indicators of HPWPs on TI via JE have received little attention in the current literature (Karatepe, 2013a).

As discussed earlier, lack of training, empowerment, rewards, career opportunities, or job security may result in high levels of intentions to quit. This is not surprising. On one hand, employees are unable to improve their knowledge, skills, and abilities to do the job successfully without the relevant HPWPs. On the other hand, they are unable to pursue their future goals and plans in the organization due to the lack of the

relevant HPWPs. Under these circumstances, it is almost impossible retain competent flight attendants.

In our study, consistent with the principles of SET and SIP theory, we hypothesize that the previously mentioned HPWPs jointly reduce JE and TI. JE plays a mediating role in the relationship between HPWPs and TI. These specific hypotheses are discussed in chapter 3.

Chapter 3

RESEARCH HYPOTHESES

This study investigates the mediating role of JE in the relationship between HPWPs and TI among flight attendants. Selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities are the indicators of HPWPs. HPWPs are treated as a second-order latent variable to determine their simultaneous effects on JE. The relationships among HPWPs, JE, and TI are discussed in this chapter.

3.1 Conceptual Model

Figure 1 shows the conceptual model and potential hypotheses. The conceptual model suggests that selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities are treated as the indicators of HPWPs. This is due to the fact that there are a number of studies which show that such indicators can increase employees' JE and can be considered as remedies to reduce TI. More importantly, the conceptual model suggests that as an employee retention strategy, JE predicts TI and makes employees stay on the job. These relationships lead to the conclusion that JE mediates the effects of HPWPs on TI.

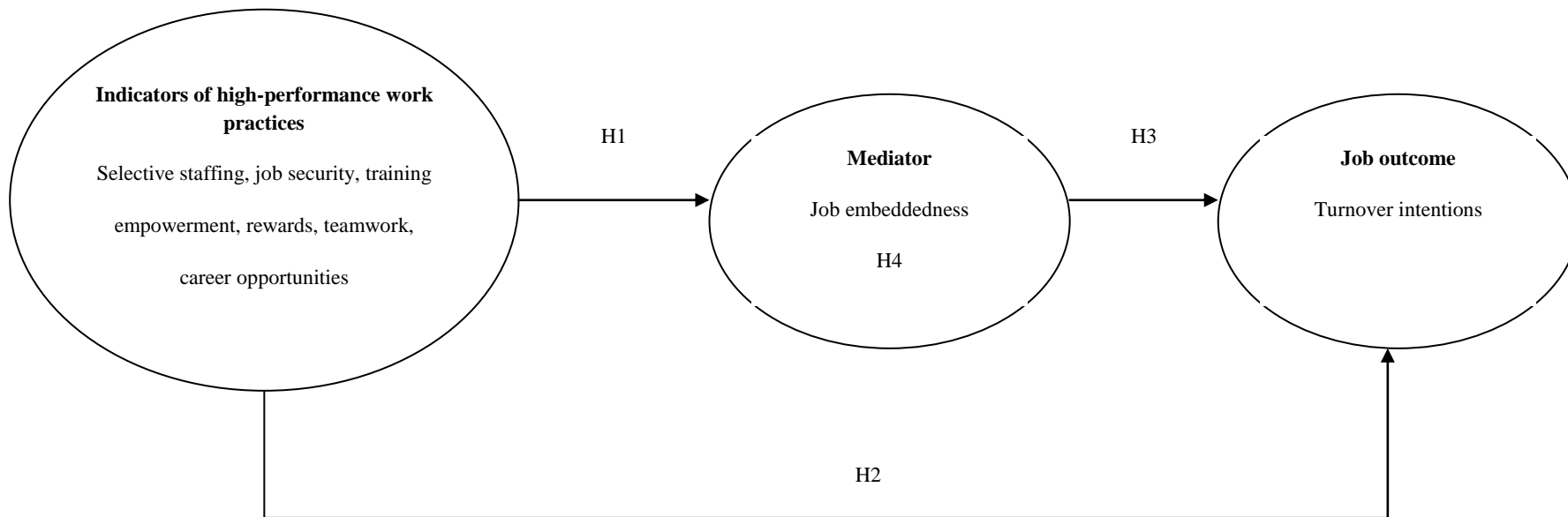


Figure 1. Conceptual Model

3.2 Hypotheses Development

3.2.1 High-Performance Work Practices and Job Embeddedness

Today's competitive marketplace requires hospitality and travel firms to invest in human capital for survival and business success. Investment in human capital can be done through HPWPs which are significant for flight attendants. In this study selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities are considered to be significant for flight attendants.

Employee selectivity represents a strong indication of HPWPs in the organization. Proper selection policies in the organization ensure the selection of the right person for the job and send this message to current employees that the quality of new recruits is highly appreciated by the organization. This high-performance work practice is also highlighted as a management implication in hospitality- and travel-related studies (e.g., Karatepe, 2013b; Wirtz et al., 2008).

Job security is defined as "the extent to which an organization provides stable employment for employees" (Zacharatos et al., 2005, p. 78). Job security is an indicator of HPWPs, which is listed in Pfeffer's (1998) list of HPWPs. Mutual trust between employees and the organization can be achieved by providing job security for employees who are in turn motivated to display better performance outcomes (Davidson, McPhail, & Barry, 2011; Pfeffer, 1998). Job security is also underlined in empirical studies in the current literature (e.g., Zeytinoglu et al., 2012).

Training, empowerment, and rewards are three important indicators of HPWPs that should be examined altogether. Training is believed to increase the quality of service

and reduce employees' intentions to leave the organization. The presence of supportive training and re-training programs may also extend the duration of employment. This is because of the fact that the organization appears to invest in increasing the technical and behavioral skills of employees. Having training and re-training programs in the organization can increase flight attendants' current knowledge, skills, and abilities. Such flight attendants in turn can increase the depth of knowledge about how they can deal with passenger requests.

Empowerment is also treated as an indicator of HPWPs in the organization. Empowered employees are able to perform better due to their authority for decision-making delegated by managers. According to Ashill, Rod, and Carruthers (2008), empowered employees are able to control their work processes and the job itself. It has been shown that empowered employees own the service encounter, know how to cope with customer complaints, and contribute to the organization by returning unhappy customers to satisfied ones.

When managers expect employees to deal with a number of customer requests or problems, they should make sure that they reward them in response to their high performance in the workplace. Empowerment should be taught to flight attendants during training and re-training programs. Successful flight attendants in turn should be recognized and rewarded. That is why, it has been highlighted that training, empowerment, and rewards should be studied and implemented altogether (Ashill et al., 2008; Babakus et al., 2003; Karatepe & Karadas, 2012).

Teamwork has been reported to be among effective human resource practices in the airline industry (Wirtz et al., 2008). This is important, because of the fact that flight

attendants should always work in teams to guarantee flight safety and provide quality service to passengers. Therefore, a number of airline companies try to train and re-train their staff to teach them with whom they will work in teams and how they will perform effectively (Solnet, Kandampully, & Kralj, 2010; Wirtz et al., 2008).

Career opportunities motivate employees to concentrate on their work and remain in the organization. That is, the presence of career opportunities motivates employees to perform better and stay in the organization. Career development programs that include career opportunities for flight attendants are likely to enable the organization to retain flight attendants (cf. Kim & Back, 2012). In short, the abovementioned HPWPs are considered important among service employees in the hospitality and travel industry (Karatepe, 2013a; Karatepe & Karadas, 2012; Kim & Back, 2012; Tang & Tang, 2012; Zeytinoglu et al., 2012). Flight attendants with such HPWPs are likely to be embedded in their jobs. They will find that their expectations for future career, values, and skills fit well with the demands of the job and organizational culture.

The relationship between HPWPs and JE can also be developed using SET (Cropanzano & Mitchell, 2005) and SIP theory (Salancik & Pfeffer, 1978). Specifically, according to SET, individuals will be embedded in their jobs in response to HPWPs (e.g., selective staffing, rewards, teamwork) provided by the organization. SIP theory proposes that individuals rely on cues arising from their surrounding work environment to interpret events and develop appropriate attitudes. Flight attendants with HPWPs will be embedded in their jobs, because they perceive that the organization cares about their employees' well-being and is committed to

delivery of service quality. Accordingly, this study proposes the following hypothesis:

H1: HPWPs, as manifested by selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities, positively influence flight attendants' JE.

3.2.2 High-Performance Work Practices and Turnover Intentions

An examination of the current literature also suggests that the aforementioned HPWPs reduce TI. For example, in Bergiel, Nguyen, Clenney, and Taylor's (2009) study, training was found to decrease employees' quitting intentions. In their study conducted with frontline hotel employees in Northern Cyprus, Yavas, Karatepe, and Babakus (2011) showed that the availability of recognition and rewards reduced intentions to leave the organization. Cho, Woods, Jang, and Erdem (2006) reported that pre-employment tests and incentive plans were important human resource practices for non-managerial hotel employees who displayed lower TI. Flight attendants who worked for leading airline companies such as Singapore Airlines and Southwest Airlines were satisfied with the implementation of various human resource practices such as teamwork, empowerment, rewards, and selective staffing remained in their organization (Solnet et al., 2010; Wirtz et al., 2008). In a number of various studies, career opportunities, teamwork, rewards, or selective staffing were highlighted to retain employees with high performance (e.g., Karatepe, 2013a, b; Karatepe & Karadas, 2012; Tang & Tang, 2012).

Also consistent with the guidelines provided by SET (Cropanzano & Mitchell, 2005), flight attendants will display low levels of TI in response to these HPWPs. The presence of such HPWPs will signal that the organization cares about and supports

its employees (Takeuchi et al., 2009). This is consistent with SIP theory (Salancik & Pfeffer, 1978). Accordingly, this study proposes the following hypothesis:

H2: HPWPs, as manifested by selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities, will mitigate flight attendants' TI.

3.2.3 Job Embeddedness and Turnover Intentions

Employees do not leave the organization, because they have good contact or connections with their coworkers and managers in the organization as well as the ones in the community they live in (Lee et al., 2004; Mitchell et al., 2001). Employees do not leave the organization, because they find that there is fit between their expectations in terms of future career plans and development and the ones in the organization (Lee et al., 2004; Mitchell et al., 2001). Employees do not leave the organization, because they know that they will lose a number of benefits or opportunities offered by their current organization (Lee et al., 2004; Mitchell et al., 2001). In short, they do not sacrifice them by showing voluntary turnover.

Empirical studies also indicate that JE is an antidote to employees' TI (Bergiel et al., 2009; Karatepe, 2013a; Karatepe & Ngeche, 2012; Lee et al., 2004). Accordingly, this study proposes the following hypothesis:

H3: JE will reduce flight attendants' TI.

3.2.4 Job Embeddedness as a Mediator

JE is a retention variable that serves as a mediator between HPWPs and TI (e.g., Karatepe, 2013a). The availability of HPWPs fosters employees' JE, because selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities enable employees to establish and maintain connections with

coworkers and managers (Karatepe, 2013a; Mitchell et al., 2001). Such HPWPs send messages to employees that their expectations for future career plans, their values and skills fit well with the requirements of the job and organizational culture.

These HPWPs serve as barriers against voluntary turnover. That is, the availability of such HPWPs makes employees become embedded in their jobs, because employees do not want to sacrifice them by leaving the organization (Bergiel et al., 2009; Karatepe, 2013a; Lee et al., 2004). They do not risk their future career and benefits offered by the current organization, since there is no guarantee that they will find the same opportunities in a new organization. Accordingly, this study proposes the following hypothesis:

H4: JE mediates the effects of HPWPs, as manifested by selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities on TI.

Chapter 4

METHODOLOGY

The present chapter provides information regarding the methodology of the empirical study. Broadly speaking, this chapter addresses issues regarding deductive approach and the reason for adopting this approach in this thesis. Moreover, information about the sample and procedure used in the study, the measures used in the Time I and Time II questionnaires, and data analysis is presented in this chapter.

4.1 Deductive Approach

In order to develop and test the conceptual model in this thesis, deductive approach is used. Deductive approach is concerned with developing propositions from the current theory or theories and makes them testable in the real world (Dubois & Gadde, 2002). Graziano and Raulin (1993) also argue that, “The deductions are empirically tested through research, and thus support or lack of support for the theory is obtained.”(p. 37). Accordingly, this thesis develops hypotheses using two well-established theories such as SIP theory and SET as well as empirical evidence in the current literature and tests the relationships using data obtained from a sample of flight attendants with a time lag of two weeks in the Iranian airline industry.

This thesis tests the following relationships: (a) the effects of HPWPs on JE; (b) the relationship between HPWPs and TI; (c) the impact of JE on TI; and (d) JE as a mediator of the effects of HPWPs on TI. These relationships are assessed with data obtained from flight attendants in the Iranian airline industry.

4.2 Sample and Procedure

This thesis uses a judgmental sample of flight attendants in the private airline companies in Iran. There is a high degree of interaction between flight attendants and passengers, and these flight attendants are responsible for making sure that delivery of service quality is on board (Chen, 2006). According to the Iran Civil Aviation Organization at the time of the study, there were only three private airline companies in Iran having domestic and international flights.

Management of the abovementioned airline companies was contacted through a letter having information about the objectives of the study and permission for data collection. Management of these companies agreed to participate in the study and allowed the researcher to have direct contact with flight attendants during the data collection process. Therefore, the researcher personally distributed the questionnaires to flight attendants. All of the questionnaires were covered with a letter regarding confidentiality and anonymity. Each flight attendant was asked to self-administrate the questionnaires. After collecting the Time I questionnaire, the researcher collected the Time II questionnaires from the same flight attendants who participated in the Time I questionnaire using the same procedure.

Questionnaires were distributed to flight attendants with a two-week time lag to reduce the possibility of common method bias as suggested by Podsakoff et al. (2003). This data collection practice is also implemented in other studies where data were collected in different countries such as Iran (Karatepe, 2013a) and Northern Cyprus (Yavas et al., 2011).

The Time I questionnaire consisted of the measures that represented HPWPs. Specifically, the Time I questionnaire consisted of the selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities measures. This questionnaire also included the JE measure and items about respondents' profile such as gender, age, and education, organizational tenure, and marital status. The Time II questionnaire included the TI measure.

The researcher prepared a master list assigning an identification code to each flight attendant. Each questionnaire had its relative identification code from the master list so that both questionnaires (Time I and Time II) could be matched. This was deemed necessary for matching the questionnaires and issues of confidentiality and anonymity.

At Time I, 184 questionnaires were distributed to flight attendants, and all of the questionnaires were returned (a response rate of 100%). However, at Time II, 164 questionnaires were returned, providing a response rate of 89.1%.

4.3 Questionnaire Structure and Measures

4.3.1 The Time I and Time II Questionnaires

All items in the questionnaires (Time I and Time II) were originally prepared in English and then translated into Persian using the back-translation method (McGorry, 2000). Two different pilot studies were conducted with flight attendants. That is, the Time I and Time II questionnaires were tested with two different pilot samples eight flight attendants. As a result of these studies, flight attendants did not have any difficulty understanding items. Therefore, no changes were made in the questionnaires.

4.3.2 Measures

Career opportunities (four items) and job security (four items) were measured using items from Delery and Doty (1996). Teamwork was measured with six items from Coyle-Shapiro and Morrow (2003). Four items from Sun et al. (2007) were used to measure selective staffing. Items to measure training (six items) and rewards (five items) were taken from Boshoff and Allen (2000). Empowerment was measured using five items adapted from Hayes (1994). JE was measured from the global measure of JE developed by Crossley, Bennett, Jex, and Burnfield (2007). Three items from Singh, Verbeke, and Rhoads (1996) were used to measure TI.

Responses to items in the indicators of HPWPs, JE, and TI were rated on five-point scales (5 = strongly agree to 1 = strongly disagree). Higher scores indicated higher selective staffing, job security, training, empowerment, rewards, teamwork, and TI. Higher scores also indicated higher career opportunities and JE after reverse scoring the related items in the career opportunities and JE measure.

4.4 Data Analysis

The demographic breakdown of the sample was analyzed using frequencies. Means and standard deviations of observed variables were reported in this study. For the correlation of observed variables, Pearson product-moment correlation analysis was employed.

To assess psychometric properties of the measures and test the structural model, this study used Anderson and Gerbing's (1988) two-step approach. Specifically, the first step included the analysis of the measures to address issues of convergent and discriminant validity. For this purpose, confirmatory factor analysis through

LISREL 8.30 was used (Joreskog & Sorbom, 1996). Convergent validity was assessed using the average extracted variance by each latent variable. For this assessment, each average variance extracted should not be below .50 (Fornell & Larcker, 1981). For convergent analysis, each standardized loading should also be significant (Anderson & Gerbing, 1988). For discriminant validity, all shared variances between pairs of latent variables should be lower than the average variance extracted by each latent variable (Fornell & Larcker, 1981). Internal consistency reliability was measured using composite reliability. Composite reliability for each latent variable should not be less than .60 (Bagozzi & Yi, 1988).

The second step included test of the structural model through structural equation modeling. Hair, Black, Babin, and Anderson (2010) provide information about three different characteristics of all structural equation models. That is, these characteristics refer to “(a) estimation of multiple and interrelated dependence relationships, (b) an ability to represent unobserved concepts in these relationships and account for measurement error in the estimation process, and (c) defining a model to explain the entire set of relationships” (Hair et al., 2000, p. 635). Accordingly, this study tested the relationships using structural equation modeling. For the mediation analysis, the partially mediated model was compared with the fully mediated model using the χ^2 difference test. This is consistent with the guidelines provided by James et al. (2006).

This thesis used the following fit statistics to assess the model fit for both measurement and structural models: χ^2/df , CFI, NNFI, and RMR. Kelloway (1998: 24-31) gives the following definitions for these fit statistics:

Chi-square: Since chi-square test is sensitive to large sample sizes ($n \geq 200$), other fit statistics are to be taken into account. *CFI-Comparative Fit Index:* The comparative fit index is based the non-central chi-square distribution. *NNFI-Non-Normed Fit Index:* The NNFI results in numbers with a lower bound of 0 but an upper bound greater than 1. Higher values of the NNFI indicate a better fitting model, and it is common to apply the .90 rule as indicating a good fit to the data. *RMR-Root Mean Square Residual:* This is the square root of the mean of the squared discrepancies between the implied and observed covariance matrices.”

Chapter 5

RESULTS

This chapter presents the results of the study conducted with flight attendants in the private airline companies in Iran. This chapter includes demographic breakdown of the sample, assessment of psychometric properties of the measures, assessment of correlations of study constructs, and test of research hypotheses.

5.1 Sample

Table 1 shows respondents' profile. As presented in Table 1, 36% of the respondents were male, while 64% were female. Forty-five percent of the respondents were between the ages of 18-27, while 52% were between the ages of 28-37. The rest were older than 37. One percent of the respondents had primary school education and 6% had secondary and high school education. Twenty-nine percent of the respondents had two-year college degrees, while 60% had four-year college degrees. The rest had better education. Sixty-eight percent of the respondents had tenures of 5 years or less. Twenty-three percent of the respondents had tenures of 6-10 years and the rest had tenures more than 10 years. Thirty-two percent of the respondents were married, while 68% were single or divorced.

Table 1: Respondents' Profile ($n = 164$)

	<u>Frequency</u>	<u>%</u>
Age		
18-27	73	44.6
28-37	86	52.4
38-47	5	3.0
Total	164	100.0
Gender		
Male	59	36.0
Female	105	64.0
Total	164	100.0
Education		
Primary School	2	1.2
Secondary and High School	10	6.0
Two-Year College Degree	47	28.7
Four-Year College Degree	98	59.8
Graduate Degree	7	4.3
Total	164	100.0
Organizational Tenure		
Less than 1 year	8	4.8
1-5	104	63.4
6-10	38	23.2
11-15	7	4.3
16-20	7	4.3
Total	164	100.0
Marital status		
Single or divorced	112	68.3
Married	52	31.7
Total	164	100.0

5.2 Psychometric Properties of the Measures

Two items from each of the training, empowerment, teamwork, career opportunities, and JE measures were removed because of low standardized loadings (below .50) and correlation measurement errors as a result of confirmatory factor analysis. The results for model fit statistics were as follows: ($\chi^2 = 644.42$, $df = 459$; $\chi^2 / df = 1.40$; CFI = .94; NNFI = .93; RMR = .055). These results provided a good fit of the nine-factor model to data based on the aforementioned fit statistics. The overwhelming majority of the loadings were greater than .70. They were also significant (> 2.00). The average variance extracted by selective staffing, training, rewards, teamwork,

JE, and TI was .54, .62, .73, .72, .79, and .78, respectively. The average variances extracted by job security (.48) and career opportunities (.49) were slightly below .50. The average variance extracted by empowerment was .38. However, their loadings were greater than .50. Overall, the results appeared to provide evidence of convergent validity (Anderson & Gerbing, 1988; Fornell & Larcker, 1981).

The correlations among latent variables were significant ($p < .05$), excluding the ones between job security and training and training and empowerment. In addition, all shared variances between pairs of variables were lower than the average variance extracted by each variable. Accordingly, these results provided evidence of discriminant validity (Fornell & Larcker, 1981). Each composite reliability score was greater than .60, providing evidence for internal consistency reliability of each construct (Bagozzi & Yi, 1988). That is, composite reliability score for selective staffing, job security, training, empowerment, rewards, teamwork, career opportunities, JE, and TI was .83, .78, .86, .65, .93, .89, .65, .95, and .92, respectively. Table 2 shows the correlations among observed variables. Most of the correlations were significant.

5.3 Tests of Research Hypotheses

The partially mediated model was compared with the fully mediated model to determine which model provided a better fit (James et al., 2006). The results demonstrated that the partially mediated model ($\chi^2 = 669.06$, $df = 482$) seemed to demonstrate a better fit than the fully mediated model ($\chi^2 = 679.99$, $df = 483$). The difference in fit was significant ($\Delta\chi^2 = 10.93$, $\Delta df = 1$). Therefore, the structural model was assessed based on the results of the partially mediated model. The fit statistics for the partially mediated model were as follows:

Table 2: Means, Standard Deviations, and Correlations of Observed Variables

Variables	1	2	3	4	5	6	7	8	9
1. Selective staffing	-								
2. Job security	.224	-							
3. Training	.256	.102	-						
4. Empowerment	.321	.427	.020	-					
5. Rewards	.430	.367	.064	.440	-				
6. Teamwork	.315	.103	.222	.075	.066	-			
7. Career opportunities	.390	.257	.221	.375	.476	.220	-		
8. Job embeddedness	.470	.224	.231	.319	.219	.340	.441	-	
9. Turnover intentions	-.418	-.252	-.225	-.291	-.335	-.285	-.420	-.606	-
Mean	2.75	2.33	3.74	2.19	2.01	3.42	2.25	2.96	2.98
Standard deviation	.96	.93	.88	.87	.98	.97	1.00	1.23	1.20

Notes: Correlations greater than $\pm .219$ are significant at the .01 level.

Table 3: Structural Model Test Results

Hypothesized relationships	Standardized path estimate	t-value
H1: HPWPs → Job embeddedness (γ_{81})	.73	8.50
H2: HPWPs → Turnover intentions (γ_{91})	-.36	-3.43
H3: Job embeddedness → Turnover intentions (β_{92})	-.38	-3.69
H4: HPWPs → Job embeddedness → Turnover intentions	-.28	-3.63
Selective staffing (γ_{11})	.70	6.97
Job security (γ_{21})	.43	4.17
Training (γ_{31})	.27	3.11
Empowerment (γ_{41})	.63	5.71
Rewards (γ_{51})	.75	8.11
Teamwork (γ_{61})	.44	4.61
Career opportunities (γ_{71})	.79	8.78
R ² for:		
HPWPs	.36	
Job embeddedness	.53	
Turnover intentions	.48	

Model fit statistics:

$\chi^2 = 669.06$, $df = 482$; $\chi^2 / df = 1.39$; CFI = .94; NNFI = .93; RMR = .067

Notes: All direct estimates are significant ($p < .05$). All indirect estimates are also significant based on Sobel test ($p < .05$). HPWPs = High-performance work practices; CFI = Comparative fit index; NNFI = Non-normed fit index; RMR = Root mean square residual.

($\chi^2 = 669.06$, $df = 482$; $\chi^2 / df = 1.39$; CFI = .94; NNFI = .93; RMR = .067). The model fit data well. The results in Table 3 demonstrate that the indicators of HPWPs jointly increase JE. That is, HPWPs are significantly and positively related to JE ($\gamma_{81} = .73$, $t = 8.50$). Therefore, there is empirical support for hypothesis 1. There is also empirical support for hypothesis 2, because HPWPs significantly and negatively affect TI ($\gamma_{91} = -.36$, $t = -3.43$). An examination of the results in Table 3 indicates that JE has a significant negative influence on TI ($\beta_{92} = -.38$, $t = -3.69$). Therefore, hypothesis 3 is supported. The results also show that JE partially mediates the effects of HPWPs on TI. That is, the standardized indirect effects of HPWPs on TI are significant based on Sobel test ($-.28$, $t = -3.63$). This result provides empirical support for hypothesis 4.

According to the results in Table 3, career opportunities appear to be the most important indicator of HPWPs ($\gamma_{71} = .79$, $t = 8.78$). This is followed by rewards ($\gamma_{51} = .75$, $t = 8.11$), selective staffing ($\gamma_{11} = .70$, $t = 6.97$), empowerment ($\gamma_{41} = .63$, $t = 5.71$), teamwork ($\gamma_{61} = .44$, $t = 4.61$), job security ($\gamma_{21} = .43$, $t = 4.17$), and training ($\gamma_{31} = .27$, $t = 3.11$). The results explain 36% of the variance in HPWPs, 53% in JE, and 48% in TI.

Chapter 6

DISCUSSION

This chapter provides a discussion of the empirical findings that emerge from the study conducted with flight attendants in Iran. Using the empirical findings reported in this thesis, management implications that can be considered useful for both management of airline companies and flight attendants are provided. This is followed by limitations of the empirical study and future research directions.

6.1 Summary of Findings

The purpose of this study was to propose and test a conceptual model that examined the mediating role of JE in the relationship between the selected indicators of HPWPs and TI. The selected indicators of HPWPs were selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities. In this study, data were collected from flight attendants with a time lag of two weeks in the private airline companies in Iran. The results provided a detailed picture of the relationships among study constructs. Summary of the empirical findings is presented below.

The results suggest that HPWPs, as manifested by selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities, jointly increase flight attendants' JE and reduce their TI. It seems that flight attendants who find that management of the airline company invests in human capital in terms of training, empowerment, rewards, teamwork, and career opportunities are embedded

in their jobs and are not interested in thinking about leaving the current organization. These flight attendants who find that management of the airline company almost guarantees job security to employees and utilizes a stringent selective staffing process to hire the right person are also embedded in their jobs and do not show voluntary TI. This makes sense, because the presence of such HPWPs sends strong signals to flight attendants that the organization cares about their well-being and supports them. These HPWPs also increase the knowledge, skills, and abilities of flight attendants. For example, flight attendants who are subjected to continuous training and re-training programs learn how to practice empowerment and work in teams (cf. Solnet et al., 2010; Wirtz et al., 2008; Yavas et al., 2011).

These results are also consistent with the principles of SET (Cropanzano & Mitchell, 2005) and SIP theory (Salancik & Pfeffer, 1978). Specifically, consistent with SET, flight attendants display high levels of JE and low levels of TI in response to the indicators of HPWPs. Again consistent with SIP theory, flight attendants are highly embedded in their jobs and have reduced TI, because flight attendants receive signals from the indicators of HPWPs in the work environment and develop attitudes and behaviors based on cues arising from these HPWPs. High levels of JE and low levels of TI are the responses given flight attendants.

The results suggest that JE partially mediates the effects of HPWPs, as manifested by selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities, on TI. That is, HPWPs influence TI directly and indirectly through JE. As highlighted by Karatepe (2013a) and Mitchell et al. (2001), JE can play a mediating role in the relationship between human resource practices and

employee outcomes. The results of this study provide support for the mediating role of JE.

The results also suggest that career opportunities appear to be the critical indicator of HPWPs, followed by rewards, selective staffing, empowerment, teamwork, job security, and training. Based on flight attendants' perceptions, career opportunities play the most important role as one of the indicators of HPWPs.

6.2 Implications for Practice

The findings of this study have several implications for management of airline companies and flight attendants. First, it is important to establish and maintain a work environment where flight attendants can use or take advantage of a number of HPWPs. This is important, because the results of this study suggest that the presence of HPWPs enhances flight attendants' JE. Accordingly, management of airline companies should make sure that there are training and re-training programs that focus on increasing the knowledge, skills, and abilities of flight attendants. This will help flight attendants to learn how to use empowerment and work in teams. These training programs will also give rise to future positive outcomes for flight attendants such as career opportunities. However, it should be noted that management of airline companies can retain high performing flight attendants using these HPWPs, coupled with recognition and rewards and job security. When management of airline companies implements a stringent selection process, flight attendants perceive that the organization is committed to delivery of service quality, since it tries to hire the right person for an in-flight service job.

Second, management of airline companies should utilize a survey that aims to obtain feedback about flight attendants' level of JE (Karatepe, 2013a). This is important, because such feedback will help managers to understand whether flight attendants are able to develop good relations with their coworkers and pursers, the skills and abilities of flight attendants really fit the demands of in-flight service jobs and the organizational culture, and flight attendants think of sacrificing benefits provided by the company.

Finally, the results suggest that HPWPs jointly increase JE and reduce TI. Therefore, it is very important to implement the indicators of HPWPs simultaneously. If one of these HPWPs is not in place, the other high-performance work practice may not be implemented successfully. For example, hiring an individual (i.e., selective hiring) who is unable to work in teams (i.e., teamwork) and is unwilling to accept authority and own the challenging service encounter (i.e., empowerment) should be avoided.

6.3 Limitations and Future Research Directions

This thesis has several limitations that should be highlighted. First, this study was conducted with flight attendants in Iran. That is, the results emerged from a single industry of a single country. For the issue of generalizability, future studies should use different industries (e.g., hotels) by employing a cross-national study (e.g., data to be collected from developing and developed countries).

Second, this study collected data from flight attendants with a two-week time lag. Although a two-week time lag is consistent with other studies (Karatepe, 2013a; Yavas et al., 2011), it may be considered short. Therefore, future studies could

obtain data based on a longer period of time than done in this study. This could also provide a better discussion regarding the issue of causality.

Finally, this study used only TI as an outcome. Voluntary turnover and financial performance of the organization are the outcomes that have not received empirical attention in the current literature. That is, there is a lack of empirical evidence regarding the mediating role of JE in the relationship between HPWPs and voluntary turnover and financial performance. Future research could examine these relationships.

Chapter 7

CONCLUSION

This thesis contributes to the literature in the following ways. First, it examines the antecedents and outcomes of JE using data obtained from employees in frontline service jobs (e.g., Karatepe, 2013a; Karatepe & Karadas, 2012). Second, it investigates the mediating role of JE in the relationship between the selected indicators of HPWPs and TI. Understanding these relationships is important, because turnover rate among flight attendants is high (e.g., Kim & Back, 2012). Finally, consistent with other studies in the current literature (e.g., Line & Runyan, 2012), this study collects data from flight attendants using a time lag of two weeks for minimizing common method bias. Such practice is uncommon among empirical studies in the tourism and hospitality management field.

According to the results reported in this study, selective staffing, job security, training, empowerment, rewards, teamwork, and career opportunities as the indicators of HPWPs increase flight attendants' JE and reduce their TI. In other words, they jointly enhance JE and decrease TI. The results also suggest that JE plays a partial mediating role in the relationship between HPWPs and TI.

Using the abovementioned results, this study provides useful implications for managers and flight attendants. This study also presents limitations and offers future research directions.

REFERENCES

- Anderson, J.C., & Gerbing, D.W. (1988). Structural Equation Modeling in Practice: A Review and Recommended Two-Step Approach. *Psychological Bulletin*, *103*(3), 411-423.
- Ashill, N. J., Rod, M., & Carruthers, J. (2008). The Effect of Management Commitment to Service Quality on Frontline Employees' Job Attitudes, Turnover Intentions and Service Recovery Performance in a New Public Management Context. *Journal of Strategic Marketing*, *16*(5), 437-462.
- Babakus, E., Yavas, U., & Karatepe, O.M. (2008). The Effects of Job Demands, Job Resources, and Intrinsic Motivation on Emotional Exhaustion and Turnover Intentions: A Study in the Turkish Hotel Industry. *International Journal of Hospitality and Tourism Administration*, *9*(4), 384-404.
- Babakus, E., Yavas, U., Karatepe, O.M., & Avci, T. (2003). The Effect of Management Commitment to Service Quality on Employees' Affective and Performance Outcomes. *Journal of the Academy of Marketing Science*, *31*(3), 272-286.
- Babbie, E. (1999). *The Basics of Social Research*. Melbourne: Wadsworth Publishing Company.

Bagozzi, R.P., & Yi, Y. (1988). On the Evaluation of Structural Equation Models.

Journal of the Academy of Marketing Science, 16(1), 74-94.

Bamford, D., & Xystouri, T. (2005). A Case Study of Service Failure and Recovery

within an International Airline. *Managing Service Quality*, 15(3), 306-322.

Bergiel, E. B., Nguyen, V. Q., Clenney, B. F., & Taylor, G. S. (2009). Human

Resource Practices, Job Embeddedness and Intention to Quit. *Management Research News*, 32(3), 205-219.

Boselie, P., Dietz, G., & Boon, C. (2005). Commonalities and Contradictions in

HRM and Performance Research. *Human Resource Management Journal*, 15(3), 67-94.

Boshoff, C., & Allen, J. (2000). The Influence of Selected Antecedents on Frontline

Staff's Perceptions of Service Recovery Performance. *International Journal of Service Industry Management*, 11(1), 63-90.

Chen, C., & Chen, S. (2012). Burnout and Work Engagement among Cabin Crew:

Antecedents and Consequences. *The International Journal of Aviation Psychology*, 21(1), 41-58.

Chen, C. F. (2006). Job Satisfaction, Organizational Commitment, and Flight

Attendants' Turnover Intentions: A Note. *Journal of Air Transport Management*, 12(5), 274-276.

- Chen, C.F., & Kao, Y.L. (2012). Investigating the Antecedents and Consequences of Burnout and Isolation among Flight Attendants. *Tourism Management*, 33(4), 868-874.
- Cho, S., Woods, R.H., Jang, SC (Shawn), & Erdem, M. (2006). Measuring the Impact of Human Resource Management Practices on Hospitality Firms' Performances. *International Journal of Hospitality Management*, 25(2), 262-277.
- Colquitt, J.A., & Zapata-Phelan, C.P. (2007). Trends in Theory Building and Theory Testing: A Five-Decade Study of the Academy of Management Journal. *Academy of Management Journal*, 50(6), 1281-1303.
- Combs, J., Liu, Y., Hall, A., & Ketchen, D. (2006). How Much Do High-Performance Work Practices Matter? A Meta-Analysis of Their Effects on Organizational Performance. *Personnel Psychology*, 59(3), 501-528.
- Coyle-Shapiro, J.A.M., & Morrow, P.C. (2003). The Role of Individual Differences in Employee Adoption of TQM Orientation. *Journal of Vocational Behavior*, 62(2), 320-340.
- Cropanzano, R., & Mitchell, M.S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal of Management*, 31(6), 874-900.
- Crossley, C.D., Bennett, R.J., Jex, S.M., & Burnfield, J.L. (2007). Development of a Global Measure of Job Embeddedness and Integration into a Traditional

Model of Voluntary Turnover. *Journal of Applied Psychology*, 92(4), 1031-1042.

Davidson, M.C., McPhail, R., & Barry, S. (2011). Hospitality HRM: Past, Present and the Future. *International Journal of Contemporary Hospitality Management*, 23(4), 498-516.

Delery, J.E., & Doty, D.H. (1996). Modes of Theorizing in Strategic Human Resource Management: Test of Universalistic, Contingency, and Configurational Performance Predictions. *Academy of Management Journal*, 39(4), 802-835.

Doyle, W., Findlay, S., & Young, J.D. (2012). Workplace Learning Issues of Hotel Employees: Examining Differences across Management Status and Gender. *Journal of Human Resources in Hospitality and Tourism*, 11(4), 259-279.

Dubois, A., & Gadde, L.E. (2002). Systematic Combining: An Abductive Approach to Case Research. *Journal of Business Research*, 55(7), 553-560.

Fornell, C., & Larcker, D.F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39-50.

Graziano, A.M., & Raulin, M.L. (1993), *Research Methods: A Process of Inquiry*. 2nd ed. New York: Harper Collins College Publishers.

- Hair, J.F., Jr., Black, W.C., Babin, B.J., & Anderson, R.E. (2010). *Multivariate Data Analysis: A Global Perspective*. 7th ed. Upper Saddle River, New Jersey: Pearson Education, Inc.
- Halbesleben, J.R.B., & Wheeler, A.R. (2008). The Relative Roles of Engagement and Embeddedness in Predicting Job Performance and Intention to Leave. *Work and Stress*, 22(3), 242-256.
- Hayes, B.E. (1994). How to Measure Empowerment. *Quality Progress*, 27(February), 41-46.
- Heuven, E., & Bakker, A.B. (2003). Emotional Dissonance and Burnout among Cabin Attendants. *European Journal of Work and Organizational Psychology*, 12(1), 81-100.
- Huselid, M.A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. *Academy of Management Journal*, 38(3), 635-672.
- Hyde, K. (2000). Recognizing Deductive Processes in Qualitative Research. *Qualitative Market Research: An International Journal*, 3(2), 82-90.
- James, L.R., Mulaik, S.A., & Brett, J.M. (2006). A Tale of Two Methods. *Organizational Research Methods*, 9(2), 233-244.

- Joreskog, K., & Sorbom, D. (1996). *LISREL 8: User's Reference Guide*. Chicago: Scientific Software International, Inc.
- Karatepe, O.M. (2013a). High-Performance Work Practices, Work Social Support and Their Effects Job Embeddedness and Turnover Intentions. *International Journal of Contemporary Hospitality Management*, 25(6).
- Karatepe, O.M. (2013b). Perceptions of Organizational Politics and Hotel Employee Outcomes: The Mediating Role of Work Engagement. *International Journal of Contemporary Hospitality Management*, 25(1), 82-104.
- Karatepe, O.M. (2013c). High-Performance Work Practices and Hotel Employee Performance: The Mediation of Work Engagement. *International Journal of Hospitality Management*, 32(1), 132-140.
- Karatepe, O.M., Babakus, E., & Yavas, U. (2012). Affectivity and Organizational Politics as Antecedents of Burnout among Frontline Hotel Employees. *International Journal of Hospitality Management*, 31(1), 66-75.
- Karatepe, O.M., & Karadas, G. (2012). The Effect of Management Commitment to Service Quality on Job Embeddedness and Performance Outcomes. *Journal of Business Economics and Management*, 13(4), 614-636.
- Karatepe, O.M., & Ngeche, R.N. (2012). Does Job Embeddedness Mediate the Effect of Work Engagement on Job Outcomes? A Study of Hotel Employees in

Cameroon. *Journal of Hospitality Marketing and Management*, 21(4), 440-461.

Karatepe, O.M., Yavas, U., & Babakus, E. (2007). The Effects of Customer Orientation and Job Resources on Frontline Employees' Job Outcomes. *Services Marketing Quarterly*, 29(1), 61-79.

Kellett, J.B., Humphrey, R.H., & Sleeth, R.G. (2009). Career Development, Collective Efficacy, and Individual Task Performance. *Career Development International*, 14(6), 534-546.

Kelloway, E.K. (1998). *Using LISREL for Structural Equation Modeling: A Researcher's Guide*. Thousand Oaks: Sage Publications, Inc.

Kim, H.J., Tavitiyaman, P., & Kim, W.G. (2009). The Effect of Management Commitment to Service on Employee Service Behaviors: The Mediating Role of Job Satisfaction. *Journal of Hospitality & Tourism Research*, 33(3), 369-390.

Kim, YK., & Back, K-J. (2012). Antecedents and Consequences of Flight Attendants' Job Satisfaction. *The Service Industries Journal*, 32(16), 2565-2584.

Lee, T.W., Mitchell, T.R., Sablinski, C.J., Burton, J.P., & Holtom, B.C. (2004). The Effects of Job Embeddedness on Organizational Citizenship, Job

Performance, Volitional Absences, and Voluntary Turnover. *Academy of Management Journal*, 47(5), 711-722.

Lev, S., & Koslowsky, M. (2012). On-the-Job Embeddedness as a Mediator between Conscientiousness and School Teachers' Contextual Performance. *European Journal of Work and Organizational Psychology*, 21(1), 57-83.

Liang, S.C., & Hsieh, A.T. (2005). Individual's Perception of Career Development and Job Burnout among Flight Attendants in Taiwan. *The International Journal of Aviation Psychology*, 15(2), 119-134.

Line, N.D., & Runyan, R.C. (2012). Hospitality Marketing Research: Recent Trends and Future Directions. *International Journal of Hospitality Management*, 31(2), 477-488.

McGorry, S.Y. (2000). Measurement in a Cross-Cultural Environment: Survey Translation Issues. *Qualitative Market Research: An International Journal*, 3(2), 74-81.

Mitchell, T.R., Holtom, B.C., Lee, T.W., Sablinski, C.J., & Erez, M. (2001). Why People Stay: Using Job Embeddedness to Predict Voluntary Turnover. *Academy of Management Journal*, 44(6), 1102-1121.

Myungsook, A., & Yonghwi, N., (2011). Service Orientation of Airlines: Its Impact on Service-Oriented Behavior of Flight Attendants and Customer Loyalty. *International Journal of Service Science*, 4(2), 174-190.

- Pfeffer, J. (1998). Seven Practices of Successful Organizations. *California Management Review*, 40(2), 96-124.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y., & Podsakoff, N.P. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 88(5), 879-903.
- Salancik, G.R., & Pfeffer, J. (1978). A Social Information Processing Approach to Job Attitudes and Task Design. *Administrative Science Quarterly*, 23(2), 224-253.
- Singh, J., Verbeke, W., & Rhoads, G.K. (1996). Do Organizational Practices Matter in Role Stress Processes? A Study of Direct and Moderating Effects for Marketing-Oriented Boundary Spanners. *Journal of Marketing*, 60(3), 69-86.
- Solnet, D., Kandampully, J., & Kralj, A. (2010). Legends of Service Excellence: The Habits of Seven Highly Effective Hospitality Companies. *Journal of Hospitality Marketing and Management*, 19(8), 889-908.
- Sun, L., Aryee, S., & Law, K. (2007). High Performance Human Resource Practices, Citizenship Behavior, and Organizational Performance: A Relational Perspective. *Academy of Management Journal*, 50(3), 558-577.

- Takeuchi, R., Chen, G., & Lepak, D.P. (2009). Through the Looking Glass of a Social System: Cross-Level Effects of High-Performance Work Systems on Employees' Attitudes. *Personnel Psychology*, 62(1), 1-29.
- Tang, T-W, & Tang Y-Y. (2012). Promoting Service-Oriented Organizational Citizenship Behaviors in Hotels: The Role of High-Performance Human Resource Practices and Organizational Social Climates. *International Journal of Hospitality Management*, 31(3), 885-895.
- Tsui, A. S., Pearce, J. L., Porter, L. W., & Tripoli, A. M. (1997). Alternative Approaches to the Employee-Organization Relationship: Does Investment in Employees Pay Off? *Academy of Management Journal*, 40(5), 1089-1121.
- Van Dyne, L., & LePine, J. A. (1998). Helping and Voice Extra-Role Behaviors: Evidence of Construct and Predictive Validity. *Academy of Management Journal*, 41(1), 108-119.
- Wirtz, J., Heracleous, L., & Pangarkar, N. (2008). Managing Human Resources for Service Excellence and Cost Effectiveness at Singapore Airlines. *Managing Service Quality*, 18(1), 4-19.
- Wolfe, K., & Kim, H.J. (2013). Emotional Intelligence, Job Satisfaction, and Job Tenure among Hotel Managers. *Journal of Human Resources in Hospitality and Tourism*, 12(2), 175-191.

- Xanthopoulou, D., Bakker, A., Heuven, E., Demerouti, E., & Schaufeli, W. (2008). Working in the Sky: A Diary Study on Work Engagement among Flight Attendants. *Journal of Occupational Health Psychology, 13*(4), 345-356.
- Yavas, U., Karatepe, O.M., & Babakus, E. (2011). Efficacy of Job and Personal Resources across Psychological and Behavioral Outcomes in the Hotel Industry. *Journal of Human Resources in Hospitality and Tourism, 10*(3), 304-314.
- Zacharatos, A., Barling, J., & Iverson, R. (2005). High-Performance Work Systems and Occupational Safety. *Journal of Applied Psychology, 90*(1), 77-93.
- Zeytinoglu, I.U., Keser, A., Yilmaz, G., Inelmen, K., Ozsoy, A., & Uygur, D. (2012). Security in a Sea of Insecurity: Job Security and Intention to Stay among Service Sector Employees in Turkey. *The International Journal of Human Resource Management, 23*(13), 2809-2823.

APPENDICES

Appendix 1: A Field Study in the Airline Industry in Iran (Time I)

Dear Respondent:

This research is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

Any sort of information collected during our research will be kept in confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Mrs. Sanaz Vatankhah through her e-mail address: sanazvatankhah@yahoo.com.

Thank you for your kind cooperation.

Research Team:

Prof. Dr. Osman M. Karatepe

Sanaz Vatankhah

Address:

Faculty of Tourism

Eastern Mediterranean University

Gazimagusa, TRNC

Via Mersin 10, Turkey

SECTION I.

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

01. I received continued training to provide good service.	1	2	3	4	5
02. I received extensive passenger service training before I came into contact with passengers.	1	2	3	4	5
03. I receive training on how to serve passengers better.	1	2	3	4	5
04. I receive training on how to deal with complaining passengers.	1	2	3	4	5
05. I receive training on dealing with passenger problems.	1	2	3	4	5
06. I was trained to deal with passenger complaints.	1	2	3	4	5
07. Flight attendants have clear career paths within the organization.	1	2	3	4	5
08. Flight attendants have very little future within this organization.	1	2	3	4	5
09. Flight attendants' career aspirations within this company are known by their chief pursers.	1	2	3	4	5
10. Flight attendants who desire promotion have more than one potential position they could be promoted to.	1	2	3	4	5
11. I am empowered to solve passenger problems.	1	2	3	4	5
12. I am encouraged to handle passenger problems by myself.	1	2	3	4	5

13. I do not have to get chief purser's approval before I handle passenger problems.	1	2	3	4	5
14. I am allowed to do almost anything to solve passenger problems.	1	2	3	4	5
15. I have control over how I solve passenger problems.	1	2	3	4	5
16. Flight attendants can expect to stay in the organization for as long as they wish.	1	2	3	4	5
17. It is very difficult to dismiss a flight attendant in this organization.	1	2	3	4	5
18. Job security is almost guaranteed to flight attendants in this organization.	1	2	3	4	5
19. If this company were facing economic problems, flight attendants in this organization would be the last to get cut.	1	2	3	4	5
20. If I improve the level of service I offer passengers, I will be rewarded.	1	2	3	4	5
21. The rewards I receive are based on passenger evaluations of service.	1	2	3	4	5
22. I am rewarded for serving passengers well.	1	2	3	4	5
23. I am rewarded for dealing effectively with passenger problems.	1	2	3	4	5
24. I am rewarded for satisfying complaining passengers.	1	2	3	4	5

SECTION I. (Continued)

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

25. Great effort is taken to select the right person.	1	2	3	4	5
26. Long-term employee potential is emphasized.	1	2	3	4	5
27. Considerable importance is placed on the staffing process.	1	2	3	4	5
28. Very extensive efforts are made in selection.	1	2	3	4	5
29. Flight attendants in my workgroup work together effectively.	1	2	3	4	5
30. There is a strong team spirit in my workgroup.	1	2	3	4	5
31. There is a lot of co-operation in my workgroup.	1	2	3	4	5
32. Flight attendants in my workgroup are willing to put themselves out for the sake of the group.	1	2	3	4	5
33. Flight attendants in my workgroup encourage each other to work as a team.	1	2	3	4	5
34. I feel attached to this airline company.	1	2	3	4	5
35. It would be difficult for me to leave this airline company.	1	2	3	4	5
36. I am too caught up in this airline company to leave.	1	2	3	4	5
37. I feel tied to this airline company.	1	2	3	4	5
38. I simply could not leave the airline company that I work for.	1	2	3	4	5

39. It would be easy for me to leave this airline company.	1	2	3	4	5
40. I am tightly connected to this organization.	1	2	3	4	5

SECTION II.

Please indicate your answer by placing a (√) in the appropriate alternative.

1. How old are you?

18-27 ()

28-37 ()

38-47 ()

48-57 ()

58 and over ()

2. What is your gender?

Male ()

Female ()

3. What is the highest level of
completed?

Primary school ()

Secondary and high school ()

Vocational school (two-year program) ()

University first degree ()

Master or Ph.D. degree ()

4. How long have you been education you
working in this hotel?

Under 1 year ()

1-5 years ()

6-10 years ()

11-15 years ()

16-20 years ()

5. What is your marital status?

Single or divorced ()

Married ()

Thank you for your kind cooperation.

Appendix 2: A Field Study In The Airline Industry In Iran (Time Ii)

Dear Respondent:

This research is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

Any sort of information collected during our research will be kept in confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Mrs. Sanaz Vatankhah through her e-mail address: [sanazvatankhah@yahoo.com](mailto:sanzvatankhah@yahoo.com).

Thank you for your kind cooperation.

Research Team:

Prof. Dr. Osman M. Karatepe

Sanaz Vatankhah

Address:

Faculty of Tourism

Eastern Mediterranean University

Gazimagusa, TRNC

Via Mersin 10, Turkey

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

(1) I strongly disagree

(2) I disagree

(3) I am undecided

(4) I agree

(5) I strongly agree

01. It is likely that I will actively look for a new job next year.	1	2	3	4	5
02. I often think about quitting.	1	2	3	4	5
03. I will probably look for a new job next year.	1	2	3	4	5