

**The Effect of Management Commitment to Service
on Employee Service Behavior: The Mediating Role
of Job Satisfaction**

Tatyana Romanenko

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

Master of Arts
in
Marketing Management

Eastern Mediterranean University
July 2016
Gazimağusa, North Cyprus

ABSTRACT

The airline industry is considered as one of the most competitive industries in the service field. According to International Air Transportation Association (IATA), more than 230 airlines actively operate all over the world. Kazakhstan is not an exception. It has its own airline company, “Air Astana” has strengthened its position not only in local but also in the international markets. Today, it can offer links to more than 60 destinations and provides service in a high competitive environment.

“Air Astana” has been chosen as a case study as an airline service provider. Frontline employees in the airlines were chosen as an object of the research. Organizational commitment towards frontline employees was explored from the management point of view and the following service behavior of employees was tracked. In order to conduct the research, 91 employees, and their managers have been surveyed.

The role of service employees was exalted recently, and the necessity of employee development as the service performer for the airline organizations became critical. Because the quality of the service, that a company promises to the customers depends on employee performance. Therefore, frontline employee performance is a key factor for customer satisfaction and further loyalty.

In order to evaluate the employee job satisfaction and its influences on employee service performance, much of this research has used the management commitment initiatives. Several studies suggest that organizational support, reward, empowerment, and training as the most significant indexes for job satisfaction and

further employee service behavior towards customers and co-workers. The lack of the information about the impact of the management commitment to service employees and its consequent outcome in employee`s attitudes and behaviors has not received as much attention in the airline industry. As a result, it leads the current study to compensate the information in the literature and to present the invaluable resources for the management in the organizations.

Keywords: management commitment; job satisfaction, customer service behavior; cooperation.

ÖZ

Havayolu endüstrisi hizmet sektörünün en rekabetçi alanlarından biri haline gelmiştir. Uluslararası Hava Ulaşım Birliği (IATA)'ya göre dünyada 230'dan fazla havayolu şirketi faaliyet göstermektedir. Kazakistan da bu trendden etkilenmiştir. Air Astana hem yerel hem de uluslararası piyasalarda güçlü varlığı ile ülkesini temsil etmektedir. Bu gün 60'dan fazla destinasyona uçmakta ve bu rekabetçi ortamda hizmet vermektedir.

Bu tezde Air Astana bir örnek olarak değerlendirilmiş ve yönetimin hizmet kalitesine verdiği önemin çalışan tutum ve davranışlarına etkisi incelenmiştir. Çalışmada 91 çalışan ve yöneticilerinden veri toplanmıştır.

Hizmet kalitesinin ancak çalışanların gayretleri ile sağlanabileceği gerçeği hizmet çalışanlarının rolünün giderek daha da önem kazanmasını sağlamıştır. Bunun için hizmet çalışanlarının performansları müşteri memnuniyeti ve bağlılığı için önemli bir faktör haline gelmiştir.

Birçok araştırmada iş tatmininin çalışanların hizmet kalitesini nasıl etkilediği incelenmiştir. Bu araştırmalarda yönetimin çalışanlara verdiği destek, ödüller, güçlendirme ve eğitim iş tatmininin kaynakları olarak ele alınmıştır. Ancak yönetimin hizmet kalitesine verdiği önem konusu ilgili literatürde çok fazla ilgi görmemiştir. Tez literatürde bu boşluğu doldurmayı hedeflemektedir.

Anahtar kelimeler: yönetimin hizmet kalitesine verdiği önem; iş tatmini, hizmet davranışları; iş birliği davranışları.

ACKNOWLEDGMENT

I would like to give my gratefulness to my family for invaluable chance to receive my second Master Degree abroad. I was so happy to study at Eastern Mediterranean

University, which gave me a chance to accumulate knowledge and a challenge to fulfill myself.

With a huge respect and satisfaction, I am thankful to my supervisor, Prof. Dr. Cem Tanova, for his advice and patience. I was happy to work with one of the immensely great qualified supervisors at Eastern Mediterranean University.

And finally, I would like to give my best regards to my friends, who work at Air Astana, for the incredibly essential support to conduct the survey for the current Thesis.

TABLE OF CONTENTS

ABSTRACT.....	iii
ÖZ.....	v

ACKNOWLEDGMENT.....	vii
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xii
LIST OF ABBREVIATIONS.....	xiii
1 INTRODUCTION.....	1
1.1 Importance of Service Quality.....	1
1.2 Study Objectives	3
1.3 Dissertation Structure.....	5
2 LITERATURE REVIEW	6
2.1 Management Commitment to Service Quality	6
2.1.1 Organizational Support	9
2.1.2 Reward	10
2.1.3 Empowerment	11
2.1.4 Training.....	13
2.2 Employee Service Behavior.....	13
2.2.1 Extra-role Customer Service Behavior	15
2.2.2 Cooperation.....	16
2.3 Job Satisfaction	16
3 AIRLINE INDUSTRY: AIR ASTANA CASE.....	19
3.1 General Information and Statistics about the Company.....	19
4 THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT	23
4.1 Theoretical Framework	24
4.2 Hypotheses Development.....	24
4.2.1 Management Commitment to Job Satisfaction.....	24

4.2.2 Organizational Support and Job Satisfaction	25
4.2.3 Reward and Job Satisfaction	26
4.2.4 Empowerment	26
4.2.5 Training	27
4.3 Employee Service Behavior	27
4.3.1 Extra-role Customer Service Behavior	28
4.3.2 Cooperation	28
5 METHODS	29
5.1 Sample and Data Collection	29
5.1.1 Sample Population and Data Collection Procedures	29
5.1.2 Confidentiality and Ethical Issues	30
5.2 Demographic Questionnaire	30
5.2.1 Questionnaire Measures and Survey Instrument	31
5.2.2 Management Commitment to Service Quality and Job Satisfaction	31
5.2.3 Extra-role Customer Service Behaviors and Cooperation	32
6 CONDUCTED ANALYSIS AND OUTCOMES	35
6.1 Descriptive Statistics	36
6.2 Hypotheses Testing	39
6.2.1 Correlation Analysis: Support, Rewards for Service Quality, Employee Empowerment, Training for Service Quality, Satisfaction with the Job Extra role Customer Service Behavior and Level of Cooperation	39
6.2.2 Correlation Analysis: Demographic Variables, Support, Rewards for Service Quality, Employee Empowerment, Training for Service Quality, Satisfaction with Job Extra Role Customer Service Behavior and Level of Cooperation	41

6.2.3 Cronbach Alpha Analysis for the Study Variables: Support, Rewards for Service Quality, Employee Empowerment, Training for Service Quality, Satisfaction with the Job Extra Role Customer Service Behavior and Level of Cooperation	42
6.3 Hierarchical Multiple Regression.....	43
6.3.1 Support, Rewards for Service Quality, Employee Empowerment, and Training Regressed on Satisfaction with the Job	44
6.3.2 Support, Rewards for Service Quality, Employee Empowerment, Training and Satisfaction with the Job Regressed on Employee Extra Role Behavior	46
7 DISCUSSIONS AND CONCLUSION	50
7.1 The Results of the Study	50
7.1.1 Initiatives comprised of Support, Employee Empowerment, Rewards for Service Quality, and Training for Service Quality influence Employees Level of Satisfaction with their Jobs	51
7.1.2 How does Employee Job Satisfaction influence Cooperation and Employee Extra-role Customer Service Behavior?	52
7.2 Recommendations for Further Research	53
7.3 Recommendations for Managers.....	54
7.4 Summary	55
REFERENCES.....	56
APPENDIX.....	63

LIST OF TABLES

Table 1: Gender of the sample	33
Table 2: Age of the sample	34

Table 3: Tenure of the sample	35
Table 4: Correlations among the study variables. Mean (M), Standard Deviations (SD).....	38
Table 5: Studied variables: Analysis of Cronbach alpha analysis.....	39
Table 6: The impact of age, gender, support, rewards for service quality, employee empowerment, training for service quality, satisfaction with the job extra role customer service behavior and level of cooperation	40
Table 7: Management commitment indicators and demographic variables regressed on job satisfaction	41
Table 8: The impact of age, gender, support, rewards for service quality, employee empowerment, training for service quality, satisfaction with the job extra role customer service behavior and level of cooperation.....	42
Table 9: The impact of age, gender, support, rewards for service quality, employee empowerment, training for service quality, satisfaction with the job extra role customer service behavior and level of cooperation.....	42
Table 10: The impact of age, gender, support, rewards for service quality, employee empowerment, training for service quality, satisfaction with the job extra role customer service behavior and level of cooperation.....	43
Table 11: The impact of age, gender, Support, rewards for service quality, employee empowerment, training for service quality, satisfaction with the job extra role customer service behavior and level of cooperation.....	44

LIST OF FIGURES

Figure 1: Attitude theory of Bagozzi.....	7
Figure 2: Four items of the management commitment.....	8
Figure 3: The relationship between organizational support and employee commitment to the organization.....	10
Figure 4: International and local destinations “Air Astana.....	18

Figure 5: Profit growth of “Air Astana” for the period from 2002 to 2011.....19
Figure 6: The number of passengers for the period of 2002 to 2012,“Air Astana”20
Figure 7: Conceptual models with Six Hypotheses22

LIST OF ABBREVIATIONS

BBB	Better Business Bureau
BAE	British Aerospace and Defense Company
CEO	Chief Executive Officer
CIS	Commonwealth of Independent States

EXPO	Exposition, large-scale public exhibition
MC	Management Commitment
M	Mean
OS	Organizational Support
SD	Standard Deviation

Chapter 1

INTRODUCTION

1.1 Importance of Service Quality

In the competitive business environment, every single organization tries to outline itself as a company with an outstanding service quality, in order to compete and gain the customer loyalty (Chacko, 1998). The high quality of the services makes customers appreciate it and strengthens a long-term relationship with the company's representatives. Due to these facts, employees are crucial instruments for the organization, because they deliver the company's promises (Babakus et al., 2003). As it was studied by Babakus et al. (2003), these employees should receive sufficient feedback in a form of organizational commitment from the management of the organization.

Only customers can evaluate the quality of service and employees' behaviors that lead to their satisfaction and appreciation to the service provider, they choose. Senior management of any organization commits to service quality, thereby prevents their frontline employee from the service downfalls, and encourages them to intend a high-quality performance in the service.

Bernhardt et al, 2000 studied the connection, in which job satisfaction of the employee can direct customers' satisfaction and their following loyalty to the

organization. Moreover, the compelling effect of job satisfaction on customer orientation was found in the previous research by Dienhart (1992).

Due to that facts, the company renders the service which is congruent to the standards of quality, is much successful among the competitors (Malhotra, 2004). Because it can build stronger affiliation with client sector as the satisfied employees of that company is a key of stability in the quality (Bowen, 1985).

In order to conduct a comprehensive observation of the literature, management and service sources were used. Consequently, the current study recommends that support, rewards for service quality, employee empowerment, training for service quality, satisfaction with the job extra role customer service behavior and level of cooperation are the strengths of the management commitment to service quality (Ashill et al, 2008; Babakus et al., 2003; Kim et al., 2009).

The appropriate application and usage of the main organizational commitment drivers establish the high level of employee's job satisfaction. As the result of satisfaction, employee corresponds the positive and durable relationship with customers and co-workers.

Much of the managerial diligence has been made in order to evolve the service quality and job satisfaction of the employee simultaneously. Researchers have found positive outcomes in customer service when management commit to service quality by usage managerial indicators (Babakus, Yavas, Karatepe, & Avci, 2003). The manager is able to monitor the employee commitment to the organization by the usage of management initiatives (Bohlander & Kinicki, 1988). The high level of

employee job satisfaction affects the employee service behavior towards customers and co-workers. (Hartline & Ferrell, 1996).

The purpose of this study is to investigate the role of employee's job satisfaction under the influence of the management commitment, and how the job satisfaction can continuously produce employee's service behavior towards customers and co-workers. As a mediator, job satisfaction correlates with the outcomes of the organizational instruments to the service quality and service behavior in the relation with the customers and colleagues.

1.2 Study Objectives

An expressive number of researchers studied the issue of management commitment to service and its impact on employee service performance. Many of the studies explored the employee job satisfaction as a result of management commitment from manager's viewpoint.

The measurement of the influence of the four management commitment indicators in the airline service sector has been taken for the exploration from the employee's' viewpoint as an individual approach in the current study. On the other hand, the index of the employee service performance is measured by the managers. A general method of bias has been decreased as a result of the diversity of the resources are espoused to conduct the measurement (Podsakoff, et al 2003). The extensive model represents the instruments of management commitment, which are used in the service in order to improve its quality. The management instruments remain as following: reward, training, empowerment and organizational support.

Therefore, the impact of four management service instruments on frontline employees' of the airline service sector job satisfaction is outlined as the main aim of the study. The way that frontline employee reacts to service reflects the style of employee behavior he/she possesses towards customers. Satisfied employees imply positive reactions in the communication and interaction with their colleagues. Therefore, these two relationships are taken into consideration of the aim.

The most appropriate case of the airline service sector in Kazakhstan is devoted to "Air Astana" airline company, as the representative of Kazakh institution with the effective performance of usage of personnel management methods which rise the job satisfaction and service behavior of employees. The questionnaires were distributed to 91 employees and 9 managers. The managers reported employee extra role behaviors and employees reported their perception of management commitment to service quality. The research questions that were at the root of the hypotheses we generated are listed below:

1. Is the satisfaction of the employees with their jobs enhanced by their perception of commitment of organizational management to service quality as evidenced by the sustenance they provide to their employees?
2. How does employee job satisfaction, under the influence of management commitment, affect further employee service behavior towards customers and co-workers?

1.3 Dissertation Structure

The present thesis consists of several chapters. The first chapter explains the relevance of the chosen theme to the present time and provides the reasonable on the aims and objectives of the current study. Much of the research consorts the influence of the management commitment to employee job satisfaction, and his behavior responses towards customers and co-workers are provided in Chapter 2. The third chapter supports the information about Air Astana Airline Company, where the research has been conducted of the analysis of the system of the job satisfaction of the personnel in the company, general characteristic, and analysis of structure, quality and main indicators of overall performance of the personnel, forms, and efficiency of the motivation of the employees of Air Astana. The fourth chapter covers out the theoretical model of the current survey and hypothesized statements. In the fifth chapter, method and methodology have been introduced with the explanations of sample and data collection, the conceptual model, and the questionnaire is used to explore the case of the study. Chapter 6 composes with analysis of the methods have been conducted. Chapter seven is devoted to the conclusion.

Chapter 2

LITERATURE REVIEW

2.1 Management Commitment to Service Quality

According to the previous studies concerning to management commitment, it is obviously seen that management commitment of an organization to service quality has a direct effect on employees' job satisfaction, organizational behavior towards customers and co-workers.

Management commitment to service was characterized as “the conscious choice of quality initiatives as operational and strategic options for the firm and engaging in activities such as providing visible quality leadership and resources for the adoption and implementation of quality initiatives” by Ahmed and Parasuraman (1994). Simultaneously, Hartline and Ferrell (1996) determined the notion as “the manager’s effective desire to improve his or her unit’s service quality”.

The construction of management commitment to service quality in a way, that employee recognizes it as an appraisal of an organization's commitment outcomes positive feedback of managers' desire to reach a service excellence since the employee commits to the organization (Babakus, et al 2003).

In order to understand better the impact of management commitment to service quality and how it influences the employee service behavior, this study uses the

attitude theory. The attitude theory was introduced by Bagozzi in 1992, where he explained the process of perceiving management commitment indicators by employees. Employees receive signals and facts of working environment and evaluate them in accordance with their cognitive feelings. The more effective feeling employee gets from work, the further constructive responses employee gives towards it. These employee`s responses are determined in employee final service behavior.

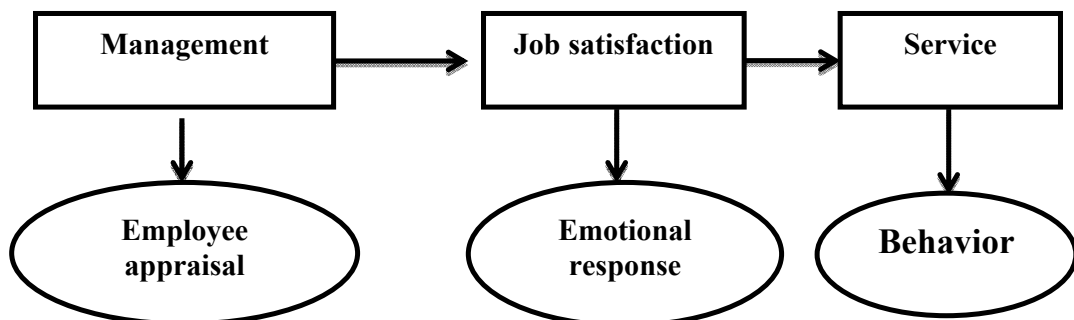


Figure1: Attitude theory of Bagozzi (1992)

From figure 1, it is clearly seen, that emotional response is closely connected with employee job satisfaction. As a result of job satisfaction, organizational management receives a positive employee behavior in provided service, which upgrades the company to the organizational effectiveness and competitiveness on the market. Therefore, appropriate evaluation of management commitment to service quality helps the organization to reach employee job satisfaction (Bohlander & Kinicki, 1988).

Consequently, management commitment indicators: organizational support, rewards for service quality, employee empowerment, training for service quality are the main organizational elements to upgrade the employee satisfaction with the job, which lead

an employee to perform a service excellence (Babakus, Yavas, Karatepe, & Avci, 2003).

In the service industry especially, management initiatives can improve employees' job satisfaction, attitudes, organizational responses and performance towards customers and co-workers.

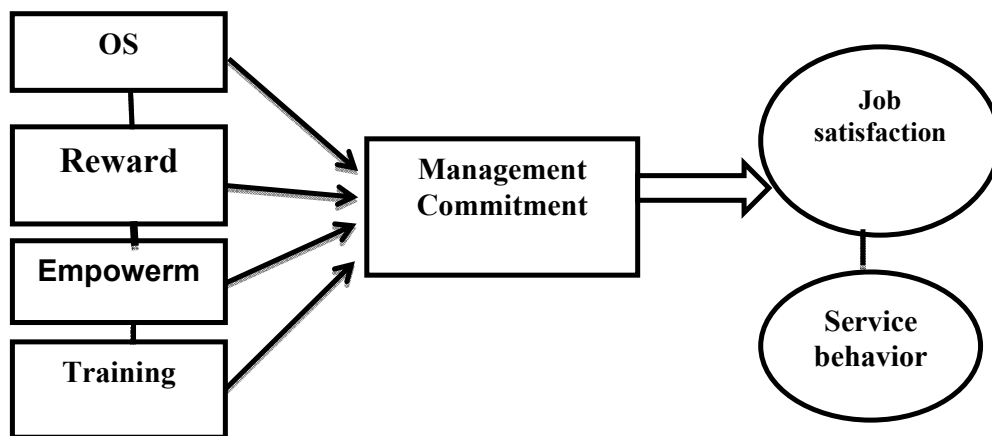


Figure 2: Four items of the management commitment

Service is the indispensable component of the service industry. Bohlander in 1988 found out the effectiveness of management commitment and studied its direct impact on employee perception and following responses in a way of service behavior. In other words (figure 2), if an organization commits to the employee service performance positively, employees' attitude towards customers has a positive feedback. Whereas customers' evaluation of the service is based on the level of qualified approach that employee uses while rendering the company's quality (Malhotra & Mukherjee, 2004).

Moreover, if employees are satisfied at the organization, where they can perceive to achieve the service quality excellence positively, employees' attitude and outcome towards coworkers are positive.

2.1.1 Organizational Support

Organizational support was suggested as a fundamental element of organizational commitment that affects the service quality.

Organizational support is the degree to which employees perceive feelings, that a company cares about them, values their contribution to the organization and considers their well-beings (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

Organizational support is influenced by the various events and experiences that organization uses as a treatment for their employees. In turn, employee interprets these events as factors of the organizational motives (Scott and Bruce 1994).

Organizational support leads to the trust between employee and organization, it affects the outcome of employees' service behavior. When an employee receives the perceived commitment from the organization, employee's physical health, and psychological well-being are positive, therefore, employee commit to the organization with high valued outcomes for the company. If organization responds positively to employees problems and needs, the level of employees' job satisfaction increases. The more satisfied employees the more they become loyal to the company. Moreover, employees start to share their ideas of how to improve service quality (extra-role customer service behaviors) that increases customer satisfaction (Randall, Cropanzano, Bormann, & Birjulin, 1999; Susskind, Borchgrevink, Kacmar, & Brymer, 2000).



Figure 3: The relationship between organizational support and employee commitment to the organization

As it is seen in the figure 3, the company, with a high level of organizational support, can build strong positive relation among employees (co-workers). It is said that, when satisfied employees realize the importance and appreciation of their contribution to the company, employees accept team-building and coworkers' support easily. That support is obtained sufficiently by employees (Eisenberger et al., 1986).

2.1.2 Reward

Edward and Christopher, 2006 consider reward as one of the most effective stimulus given to the employee to improve service behavior. Rewards can be financial and non-financial. Both of the types of rewards imply positive outcomes in company's productivity, because employees describe the rewards as positive feeling and reinforcements for the occurrence of service actions.

It is definitely effective to improve service quality of the organization with a help of reward system. A reward of an employee has an impact on his/her performance, especially in a term of dealing with service failure of unsatisfied customers (Bowen, Gilliland, & Folger, 1999).

The reward is a powerful driver for an employee to carry on service quality of a company. Organization's expectations from the employees' performance become higher, at the same time expectations of employees get higher too.

The expectancy theory determines the process of significant usage of rewards by management. Rewards in the workplace have benefits for both sides. Motivated personnel is double efficient in service performance. They commit to the organization with more meaningful purpose. The ways to fulfill that purpose more effective, management should motivate employees and keep them motivated, moreover, employees develop more effective strategy, generate ideas for better service in return (Edward, E. L. III, Christopher, G. W. 2006).

Reward helps employees increase the recognition of their contribution to the company, increase their job satisfaction and improve their intentions for a better performance at work (Babakus et al. 2003).

2.1.3 Empowerment

Empowerment refers to the degree of employee self-determination and employee's actions, based on the self-authorization. Wilkinson (1998) determined empowerment more as involvement initiative than management initiative. Because employees are encouraged to perform service based on their decision makers, and it works more efficient in the situation when the decision should be taken immediately for better outcomes in intersections with the customer, in spite of wasting time to consult the top management (Carless, 2004). Bowen & Lawler (1992) stated, that the application of the effective, organizational tool in term of empowerment can simplify employees' evaluation of the responsibility and duty they have to perform. Ripley &

Ripley (1992) and Spatz (2000) stated that empowerment plays a crucial and mediating role between employee satisfaction and employee productivity.

Empowerment intensifies employee motivation, so employees' responses to organizational commitment increases. With a constant increase of motivation, employees feel positive towards their job and get more satisfied from the responsibilities and authority they hold. Statistics shows, that empowerment effects the turnover level, the tenure of employees increases with the implementation of the empowerment.

From the management perspective, empowerment increases employee service behavior and company's productivity at the same time. It is common to accept that employees' abilities and professional skills are found more effective (Lovelock, 1992; Humborstad Et al., 2008). Most of the employees use their gut feelings and judgment to make the right actions, which can be successfully relevant on the critical customer level. So, the manager in a role of the leader proceeds to the stage of monitoring the decision making (Robert et al., 2000).

Finally, empowerment as the management commitment to service stated its role as one of the effective drivers in employee service behavior. The efficiency level is provided in customer sector. Due to quick reaction of frontline personnel to the customer issues, and constant development of their service skills let the top management monitor the organizational process, instead of interfering with value of the time that should be taken into consideration while dealing with customers (Malhotra and Mukherjee, 1999).

A high authority of the frontline employees leads the high level of customer satisfaction, quick and prompting responses in service production and service recovery are the outcomes of employee self-authorization (Rafiq & Ahmed, 1998).

2.1.4 Training

According to service management and marketing literature, training is considered as an important component of delivering superior service quality. Due to that fact, employees expand their professional skills, especially when frontline employees are the direct source of communication or direct service representative (service provider) of service quality to the customer (Boshoff, C., & Allen, J. 2000). It shows that employees are less satisfied with their working environment; they have the lack of skill confidence with dealing with customers' issues in service organizations with the poor training program. Whereas, training increases employee knowledge and motivation for a better performance and for a rise in a professional career with a company which uses training system to reduce the role of ambiguity and turnover (Bettencourt & Gwinner, 1996).

Knowledgeable employees are more likely to satisfy their customers, the more satisfied customers are, the more significant effectiveness company experiences (Podsakoff, Todor, & Skov, 1982)

2.2 Employee Service Behaviors

The service behaviors are as “a wide range of behaviors with important implications for organizational functioning which have in common the central notion of intent to benefit others” (Brief and Motowidlo 1986). Organizational management pays much attention on the service behavior of the employee, because behaviors, which are offered customers the first and the only impression of the service organization

(Bowen & Schneider, 1985). As a result of the service, which is provided by the front line employees, customers make their assessment (Bitner et al.,1990; Malhotra & Mukherjee, 2004).

Job satisfaction has a direct influence on employee service behavior. If an employee feels positive towards his/her organization, he/she performs better relation with customer. Customer perceives positive intentions of service quality by interaction with a frontline employee because the particular employee behavior is the outcome of the customer satisfaction. Therefore, employees are powerful recourses of the organization, the enclose and successful interaction with customers, let employees find out the most appropriate way to meet customer service expectations (Zeithaml et al. 1996). Jones and Dent (1994) found out that a smiling, as an element of employee service behavior, has a beneficial influence on customer perception of service quality and further satisfaction.

Based on the theory of socialization (Kelly & Hoffman, 1997) the concept of employee service behavior explained, that there are two forms of service behavior: customer oriented and employee oriented. Customer oriented service behavior refers to the type of behavior, where the frontline employee is able to increase the level of customer satisfaction with service provided to them. Customer oriented behavior predicts a positive emotional responses of the customer to the organization (Sparks, 1994). Moreover, it retains satisfied customers in a long-term relationship with the company (Kelly & Hoffman, 1997).

Employee oriented service behavior implies the type of behavior, which is based on personal characteristics and attitudes of the employee. Standards, ethics, and norms

play a key value in the process of socialization (Bettencourt and Brown (1997). Desire to perform a better quality affects the positive employee behavior towards co-workers (Van Maanen & Schein, 1979).

2.2.1 Extra-role Customer Service Behaviors

Service marketing literature gave the definition to the extra-role customer service behavior. Brief & Motowidlo (1986) stated that extra-role customer service behaviors are forced and voluntary outcomes of service encounter with the customer. In addition to that, extra-role customer service behaviors are considered as formal employee job description. Whereas, Van Dyne & LePine (1998), contradicted the meaning of extra-role behaviors and claimed that such type of employee behavior is unconstrained.

It is obvious, special service actions, that employee uses to serve a customer can exceed the customer's outlook, that leads the company to hold a competitive advantage. Therefore, extra role behavior in organizations improves organizational performance and provides many benefits for organizations (Van Dean, Lee Bein, 1998). For instance, George and Bettenhausen (1990) have emphasized the customer satisfaction and emotional commitment to the organization caused by extra-role employee service behavior, which includes extra attention towards customers. By receiving such outstanding service behavior from contact employees (frontline employees), customers represents real satisfies.

Bettencourt and Brown's (1997) research have also advocated that employees who provide better service than competitors in extra-role service will affect customers' satisfaction, have higher service quality, and receive more favorable word-of-mouth.

As a result of employee extra-role in service performance, the positive outcome with job satisfaction is improved.

2.2.2 Cooperation

Cooperation is an employee helpful behavior in the organization towards co-workers that possesses assistance and friendship. Cooperation is beneficial for the organization because employees assist their coworkers due to individual intentions and views, which are not related to their job description (Organ 1990). For example, the cooperative employee can assist a new colleague with orientation period, who just get duty in the organization or help colleagues who were absent, or burdened with the extra workload. These actions are job-related. Moreover, there is a positive relation between job satisfaction and cooperation of employee, that is a great benefit for the organization. Except job-related matters, personal related matters are evidently used by satisfied coworkers. They dedicate their time to assist colleagues with personal problems, that can reduce stress and turnover at the working place (Bettencourt and Brown's 1997).

2.3 Job Satisfaction

Job satisfaction plays a crucial role in the world business sector. To provide a greater service quality on the competitive base, organizations are focusing on the high-level performances of their employees (Butler & Rose 2011). Thus, positive emotions, that comes after the evaluation of the job experiences, employee considers as the job satisfaction (Locko-Locke, 1976.130).

The notion of the job satisfaction has been expressed in different ways by many researchers. Some of them believe, that job satisfaction is a sequence of individual facets of the job, that employees like about (Locke, 1969). Others, consider the job

satisfaction as a result of received positive feelings in the accomplishment of the work (Hoppock 1935).

Employee job satisfaction became the most frequently discussed topic among the management. Frontline employees are the “face” of the company, which offers outstanding service to its customers. And, to provide the service excellence, managers try to improve an organizational system in order to build employee job satisfaction. Such system includes managerial activities, as rewards, training, and organizational support are provided to monitor employee job satisfaction.

Employee job satisfaction is closely connected with customer satisfaction. Satisfied customers recognized employees service performance and respond positive outcomes and commitment to the organization.

A positive relation has been found between employee job satisfaction and service quality, which directly affects customer satisfaction (Pugh et al., 2002).

If an employee feels that his/her contribution to the company is recognized, he/she perform better service to the customer, cooperate with coworkers effectively, commit to the organization essentially (Zerbe, Dobni, & Harel, 1998). Management commitment has a positive relation to employee job satisfaction (Hoffman & Ingram, 1992, Babakus et al., 2003).

Chapter 3

AIRLINE INDUSTRY: AIR ASTANA CASE

3.1 General Information and Statistics about the Company

“Air Astana” is the prime airline company in the Republic of Kazakhstan. It is an only local airline in the country. The company’s color is related to the national flag of the country, which had been used as a symbol on the company’s aircraft. “Air Astana” has two main head offices; the first opened one is based in Almaty city.

Since 2002 company offers schedules with 64 routes (figure 4) as for local and for international destinations as well. Both airline services operate from its core centers, Almaty International Airport, and from its second core center, Astana International Airport.

Kazakhstan's sovereign wealth fund Samruk-Kazyna holds 51% of the company’s shares, and BAE Systems PLC has 49% of shares. It was incorporated in October of 2001 and started commercial flights on 15 May 2002.

At the beginning of career growth and national recognition, the company has experienced instability and disagreement over plans and strategies of fleet and hub. All this led to the tension in relations between the shareholders. In 2005, there was a change in the management of the company.

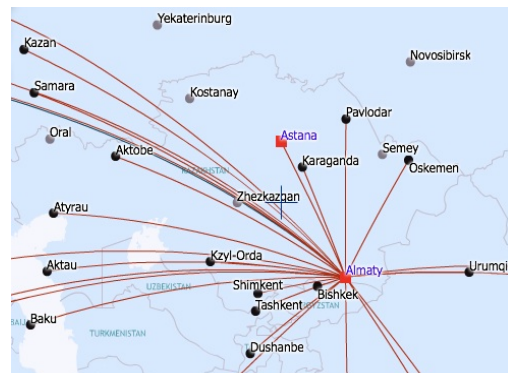


Figure 4: International and local destinations of “Air Astana”

Peter Foster, has his successful career as a chair of Cathay Pacific Airways, which has been changed its name to Philippine Airlines in 1999. Performing his role as CEO at Royal Brunei Airlines, Peter was appointed as the airline's president in “Air Astana”. Long-term development plans and management structures were established and successfully operated and remained since then.

“Air Astana” airlines had been evolved successfully in the airline business, the improvements of which showed in the index of the company profitability for the years since 2010 to 2012. Moreover, the company was listed as 20th of the most profitable airlines in CIS. Figure 5 shows the company’s score for the periods from 2002 until 2011, it was published in Air France Business Journal after a global survey of the airlines financial ratings.

In the article of the Financial Times, BAE Systems introduced the highest-yielding investments of Air Astana with 49 percent of stake in BAE Systems' offset program in 2013.

The main aim of the company’s management is to provide a high-quality customer service and national recognition. Consistent profitability and operational reliability became successful among unusual concepts for airlines in the CIS. As a result, the company received a series of Skytrax World Airline awards, for Best Airline Central Asia and India, in 2012, 2013, 2014 and 2015, and the Best Staff Service in the region, from 2013 to 2015. Eventually, “Air Astana” got its Skytrax "4 Star" airline

in the CIS. The annual award ceremony took place in Washington DC in February 2015.

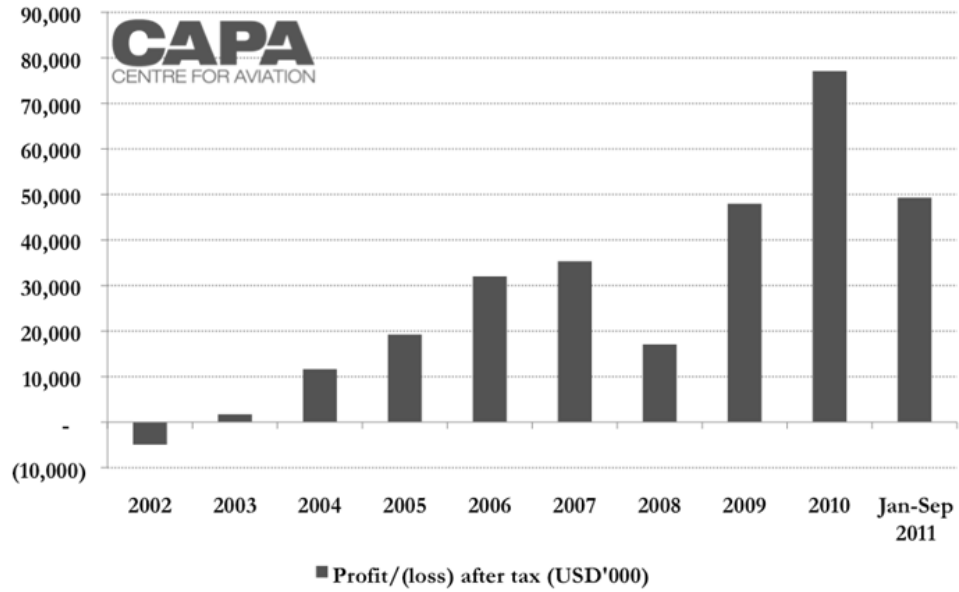


Figure 5: Profit growth of “Air Astana” for the period from 2002 to 2011

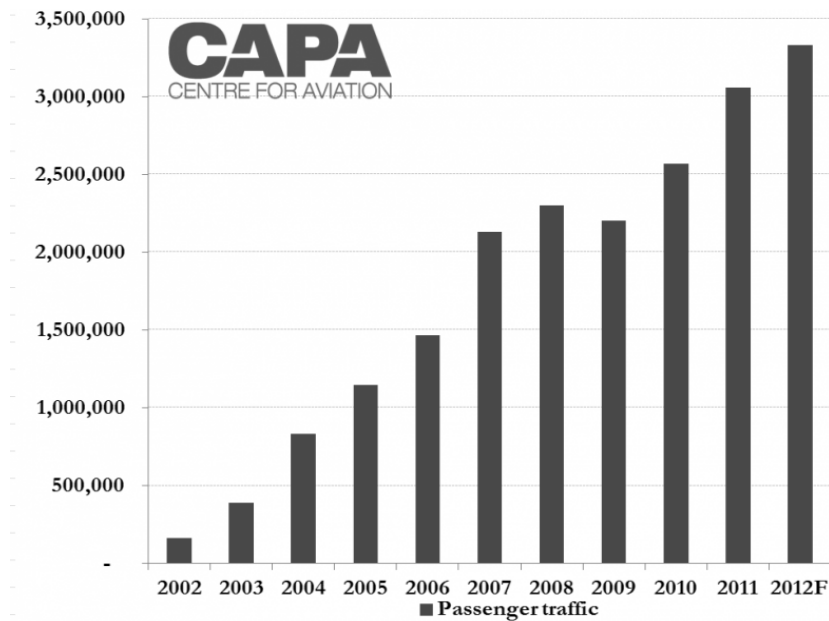


Figure 6: The number of passengers for the period of 2002 to 2012, “Air Astana”

According to the figure 6, the number of passengers sharply increased as the number of routes increased. In 2002 the number of passenger remained 300,000 whereas in 2012 it increased to 3,500,000 million passengers from Kazakhstan and countries nearby.

Chapter 4

THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

4.1 Theoretical Framework

As it was mentioned above, that job satisfaction is a significant element for the organizational management, because employee's positive perception about the job affects the service behavior. Positive emotional state leads the frontline employee commits to the organization (Locke, 1976).

Job satisfaction issues had been popular since the 1930s and considered as the most frequently discussed topic in organizational behavior (Jayaratne, 1993). In theoretical model (Figure 7) job satisfaction is performed as the mediator between management commitment, which includes organizational instruments of reward, training, OS and empowerment, and customer behaviors in service, which show cooperation with colleagues and extra service behaviors towards customers. The model is used to explain a sequential process, in which an employee appraises to the organizational events and activities, then he/she gives his or her emotional responses, and acts in accordance with the result. The theory was introduced by Bagozzi in 1992. Management commitment activities are evaluated by the employee (appraisal stage), the evaluation gives the feeling and brings the employee attitude towards the organization, towards the recognition of employee contribution to the company and the following involvement to the company. Evidently, the involvement into the organizational process is accompanied by the employee emotional respond (job satisfaction).

Finally, job satisfaction affects the employee service behavior (extra-role customer service behavior and cooperation).

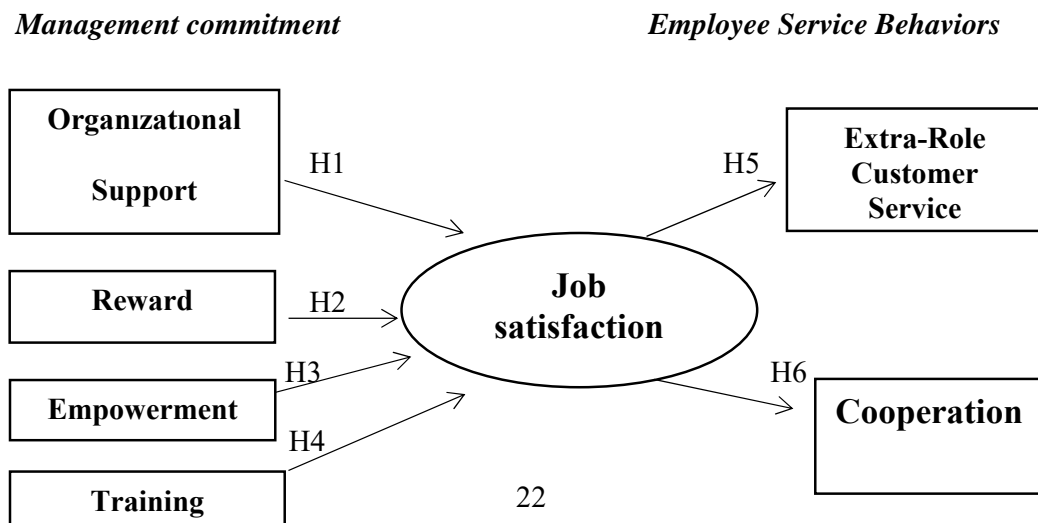


Figure 7: Conceptual models with Six Hypotheses

4.2 Hypothesis Development

This section will develop the hypotheses that will be tested in the dissertation. The theoretical arguments that form the basis of our hypothetical expectations will be presented in this section. Relationships between the influence of four management commitment initiatives and job satisfaction, and job satisfaction and employee service behavior will be derived.

4.2.1 Management Commitment to Job Satisfaction

Previous literature review shows that frontline employees are the most reliable source of delivering service quality of an organization. Most of the companies commit to the management in order to provide a beneficial working condition for both sides. Management commitment is recognized as the strength for service quality excellence. It focuses on the motivation of the employees with a help of managerial activities to provide better and outstanding service on the competitive base. Those managerial activities operate on employee's personal fulfillment, recognition of employee service behavior (Arnett, Laverie, & McLane, 2002).

In this study, the relation of management commitment and job satisfaction are examined by implementations of four initiatives: organizational support, reward, empowerment, and training.

4.2.2 Organizational Support and Job Satisfaction

Organizational support theory (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) explains that employees promote OS by better performances at the working place in order to accomplish their

personal fulfillment and to assess the benefits from providing better performances. OS increases employees' job satisfaction and increases their expectation that improved performance will be rewarded. Job satisfaction is represented by employee behavior in extra-role performance towards customers and co-workers (Eisenberger, Huntington, Hutchison, & Sowa, 1986).

H1: Organizational support as the organizational instrument positively effects on employee's job satisfaction.

4.2.3 Reward and Job Satisfaction

Previous research literature suggests that organizational reward system affects the employee service performance. It incents employee to deliver high-quality services and commit to the organization (Bowen, Gilliland, & Folger, 1999).

Employee reward is not only about employee motivation to the better service quality, it links employee job satisfaction and service behavior. From rewards, employees are more likely to deal with customers positive and negative issues. Therefore, frontline employees perceive reward systems as genuine commitments by the management; they possess high levels of job satisfaction and organizational commitment (Babakus et al. 2003).

H2: Rewards affects positively on employees' satisfaction with their job.

4.2.4 Empowerment and Job Satisfaction

The degree of self-authorization and involvement to make a decision based on employee professional experiences and prompt feelings are called empowerment (Lashley, 1995).

Frontline employees are more likely to deliver outstanding service quality, the authority is given to them demonstrates the management commitment by the organization. Empowered employees take the control of the organizational process of service that helps them to identify their job satisfaction (Rafiq and Ahmed 1998).

H3: A positive effect is expected between empowerment and job satisfaction.

4.2.5 Training and Job Satisfaction

For most of the organization, it is so important to hire the right people in order to provide the service quality that is competitive. It is studied that employees who do not possess interpersonal skills requested by the company normally fail in dealing with customer complaints (Bettencourt & Gwinner, 1996). Therefore, the training system is widely used in organizations nowadays as a strong sign of management commitment to service quality. The training system is formed for frontline employees in customer service fields. Such system effects the employee job satisfaction due to the fact it develops and improves skills to manage all the types of customer issues and complaints effectively (Bitner, Booms, and Tetreault 1990). Moreover, satisfied frontline employees give more feedback to the company, when they receive that satisfaction by handling the customers (Podsakoff, Todor, & Skov, 1982).

H4: Training affects positively on job satisfaction.

4.3 Employee Service Behavior

Employee service behavior is a wide range of behavior dedicated to organizational functioning. Customers respond to employee service behavior in accordance with the effectiveness of this service encounter. Based on service encounters, customers build their perception towards provided services (Bitner et al., 1990; Malhotra & Mukherjee, 2004). Service behavior is divided into two forms: customer directed, which represents extra-role customer service behavior and employee directed, which

represents cooperation. Job satisfaction is a significant factor that influences on employee services behavior towards customers and co-workers.

4.3.1 Extra-role Customer Service Behavior

Extra-role is a type of employee service behavior that goes beyond the employee job requirements (Brief & Motowidlo, 1986). The more satisfied employee is and feels the management commitment from the organization the more he implies to the extra-role customer service behavior. Frontline employee in extra-role service behavior demonstrates the customer a high service quality that affects customer perception and brings loyalty to the company (Bettencourt and Brown 1997).

H5: Employees' satisfaction with their jobs affects positively employees' extra role service behaviors.

4.3.2 Cooperation

Cooperation means working together for everyone's benefits. Cooperation develops significant teamwork in service organizations, where the stress level is normally higher than normal. The previous literature demonstrates that satisfied employees, who received positive attitude of management commitment, are open to the cooperation with their colleagues (Organ 1990). Satisfaction suggests employee helping behaviors towards co-workers, that help concerns both, job or personal matters.

H6: Employees' satisfaction with their jobs affects positively on the level of cooperation of employees with their colleagues.

Chapter 5

METHODS

5.1 Sample and Data Collection

The study has been conducted among flight attendants and their supervisors or managers, who belong to “Air Astana” in order to obtain accurate results. The sample is an unbiased representation of the personnel of the organization.

5.1.1 Sample Population and Data Collection Procedures

Frontline employees in airline service sector were the target population in the current research. 91 participants on the behalf of flight attendants from “Air Astana” took a part in the questionnaire. 9 managers and supervisors were involved in the second

survey in order to evaluate flight attendance service behavior. Survey questionnaires were conducted online, with a help of online forms made in google drive. A cover email contains the explanations of the purpose of the following survey needed for this study was sent to all the participants. The voluntary participation was insisted to respondents. The revelation of the personal information of the responders about their employment status or the participation in the survey were assured to them as the anonymity. Therefore, each employee was able to access the survey by any of electronic device. The time advantage was maintained by the participants in the online questionnaire. After the data was collected, all the participants were coded and arranged by groups they work in with their manager or supervisor. Questionnaire for managers or supervisors was distributed according to the groups and codes from the employee survey. One of the employees of the company was a key connection between the researcher and the company, who helped to code participants answers and conduct the questionnaire. Surveys were given to all participants during 24-3rd of December 2015.

5.1.2 The Confidentiality of the Responses

The respondents were assured that the collected questionnaires would be kept confidential and that the responses would only be analyzed in aggregate and no respondent would be identifiable.

5.2 Demographic Questionnaire

Demographic profiles of the “Air Astana” frontline employees and managers have been identified by a specially designed survey. It was consisted of questions about age (writing by hand), age (written by hand), educational degree (1 = Senior high, 2 = Technical, 3 = Institute/college, 4 = University, 5 = Graduate), length of employment (writing by hand).

5.2.1 Questionnaire Measures and Survey Instrument

Two forms of surveys were used in the research. Survey one was designed for the frontline employees. It has 2 parts. The first part included three demographic questions: gender, age, and the tenure of experience. The second part holds the main questions, according to the conceptual model, which is studied in the present research.

Survey two was composed for the management department. It also included 2 parts, the first part remained the same questions as in the survey one. The second part is consisted of questions about items of evaluation the employees.

5.2.2 Management Commitment to Service Quality and Job Satisfaction

The four organizational indicators were included in part two of the first survey. It consisted of 15 questions on the analysis of rewards, training, organizational support, empowerment, and job satisfaction.

Three statements of organizational support were explored the employee`s attitude. As an example of the first statement of support is “help is available from my organization when I have a problem”. The second sample item is used as “The organization tries to design my job as interesting and rewarding as possible. The third sample was measured as “My organization strongly considers my goals and values”.

Support was measured using an organizational support questionnaire (Eisenberger, Huntington, Hutchison and Sowa, 1986). The reward for service quality was measured using a three-item scale (Boshoff and Allen, 2000).

The employee's perception of reward was tested according to three items: the first sample was used as "If I improve the level of service I offer customers, I will be rewarded". "He rewards I receive are based on valuations of customer service" is use as the second example. And, "I am rewarded for dealing with customer problems effectively" as the third sample of the reward statement.

Empowerment was measured using a three-item scale (Hayes, 1994). The first sample item is "I am encouraged to handle customers by myself". The second sample item measures employee empowerment is "I have the authority to correct customer problems when the problems occur". The last item is "I do not have to get approval from managers before I handle customer problems".

Training was measured using a three-item scale (Babakus, Yavas, Karatepe, and Avci 2003 and Boshoff and Allen 2000). The samples of training items were presented as following. "I receive training continuously to provide good service" and "I received extensive service training before I first started my job". The last example is "I am trained to deal with customer complaints".

A three-item scales of employees' job satisfaction were used in the study of Lucas, Babakus, and Ingram (1990) and presented as following: "Given the work I do, I feel that I am paid fairly" is the first sample of the measurement, "I feel a sense of pride and accomplishment as a result of the type of work I do" and "I very much like the type of work I am doing" are the other two items of measurement employee satisfaction with a job.

Likert scale has been used to measure the answers of the responders from 1 = “strongly disagree” to 5 = “strongly agree”.

5.2.3 Extra-role Customer Service Behaviors and Cooperation

In order to evaluate each of the employee service performance, survey II includes 6 items of measurement. Managers and supervisors use these items for individual employee evaluation. One manager could make his or her evaluation on the number of employees, who work under his or her supervision.

The study of Bettencourt and Brown (1997) was used to designed the items for survey II.

The six items composed the questions regarding the studied issues of employee extra-role customer service behavior towards customers and co-workers.

Demographic information about managers was required to be filled in the first section of Survey II.

Two dimensions were explored in section II, each of them represented 3 items.

The first dimension measured a three-item scales of extra-role customer service behavior. The first sample included “Voluntarily assists customers even if it means going beyond job requirements” as the measurement of the supervised employee behavior in the service. The second is “Often goes above and beyond the call of duty when serving customers” and the third is “Frequently goes out the way to help customers”.

A three-item scales of employees' cooperation was used in the study of Bettencourt and Brown (1997) and Podsakoff et al. (1990). The first example of the measurement is "Helps other employees who have heavy workloads", the second is "Is always ready to lend a helping hand to those employees around him/her" and the third is "Helps orient new employees even though it is not required".

The manager or supervisor evaluate up to ten employees, who provide service under his or her supervision. Evaluation is required to be done according to each employee on the separate base.

In both surveys, Likert scale of Five-points was used. The less point scale was presented as 1, which means as "strongly disagree", and the most point scale was measured as 5, which is defined as "strongly agree".

Chapter 6

RESULTS

Statistical Package for Social Sciences (SPSS) has been used for analysis of the data collected. As independent variables the organizational support, the reward, the empowerment and the training have been taken. The extra-role customer service behavior and the cooperation have been chosen as dependent variables. Both, organizational support and the empowerment, have been found to be strongly related with employee's job satisfaction. While the reward and the training have been found to be correlated weakly with job satisfaction. Simultaneously, the relations between job satisfaction and dependents variables points negative relation with extra-role customer service behavior and positively weak relation with cooperation.

Analysis section is divided into parts. In order to test the hypothesis, regression analysis is considered in the study. Means, standard deviations, Cronbach alpha have been calculated in order to determine reliability and correlation. The hierarchical multiple regression analyses have been implemented in order to investigate the

relationships between the set of independent and dependent variables. The analysis were used to explain the relations between the management commitment to service, employee job satisfaction, and extra-role customer service behavior. Independent variables of management commitment were taken into the analysis: organizational support, rewards, empowerment, and training. At the same time, two dependent variables as extra-role customer service behavior and cooperation were determined in the study.

6.1 Descriptive Statistics

Descriptive statistics is used to analyse the sample of the data analysis. According to the table 1, it is clearly seen that the number of female employees dominates over the number of male employees: 49 (53.8%) women over 42 (46, 2%) men, this question is proportionally close to the quantity of workers in “Air Astana” in Almaty head office (branch). The total number of flight attendants was 900 employees in 2015, where 670 of them are mainly provided service in Almaty city.

The number of male and female employees in airline sector of Kazakhstan slightly the same, whereas in 2010 the proportion of male and female workers was almost 1:3. It caused by the particular interest and demand to hire male staff due to peculiarities and some difficulties of the airline sector. Women were quite the job more frequently, started from 2011, and the recruitment of male staff grow sharply. Anyway, the number of female employees remains dominant.

Table 1: Gender of the sample

		Frequency	Percentage (%)
1.	Male	42	46.2
2.	Female	49	53.8
	Total	91	100

The responders gave the age criteria by exact number. Age analysis is shown in Table 2. The aged sample is presented respondents from 19 to 41-year-olds employees. The age group of 20 to 25-year-olds respondents prevails others with its 40,6 %, whereas the respondents of group of 26 to 29-years-olds respondents are the smallest holds the number of 39.7%. Therefore, age criterion (Table 2) shows the number of workers belonging to the age category “between 20-25 years” and “between 20-25 years” prevail over all other categories.

Valid percent of workers is presented by the age category “30-35 years” and amounted at 13.2 %; and the least number of representatives obtained from the age category “between 36 - 40 years”, amounted at 3.3%.

Employees at the age category “below 20 years” have sharply low percentage of 2.2%. Over 40-years old employees represent 1.1% in the table.

The age range of managers of the company shows mostly the mid of 30th and early 40th.

In order to determine tenure criterion (Table 3) four categories have been created: (1) employees, which working experience at Air Astana is within 1 year; (2) employees with working experience between 2 and 3 years; (3) between 4 and 5 years; and (4) those employees who works at airlines between 6 nad 10 years; and the last category is for the employees who work for than 10 years (5).

Table 2: Age of the sample

	Age	Frequency	Percentage (%)
1	Below 20 years	2	2.2
2	20 – 25 years	37	40.6
3	26 – 29 years	36	39.7
4	30 - 35	12	13.2
5	36-40	3	3.3
6	Over 40 years	1	1.1
	Total	91	100.0

The airline sector is regarded as the most sophisticated service sector in the service sector, so staff turnover is the most serious issue for the company. Due to turnover, the company holds staff recruitment twice a year.

From the table 3, 2 and 3 years of experience group (2) has an overwhelming number of employees in a sample with 35,16 % in total. Th company demonstrates the high volume of recruitment of young employees. 1 year of experience group (1) show the stability of workforce at the company with 27,6% in total.

Due to the peculiarities of the airline service sector, the most experienced groups with the tenure period between 4 and 5 years (3) and between 6 and 10 years (4).

Whereas the group of more than 10 years shows just 2.2%.

Table 3: Tenure of the sample

	Years of experience	Frequency	Percent (%)
1	0 - 1 year	27	29.67
2	2 – 3 years	32	35.16
3	4 – 5 years	18	19.78
4	6 – 10 years	12	13.19
5	More than 10 years	2	2.20
	Total	91	100.0

6.2 Hypotheses Testing

In order to test hypotheses, sections were divided structurally. Two sections are presented below, the first one discloses the analysis of correlations between the organizational support, reward, empowerment, training and job satisfaction. And the second section is about correlation analyses of demographic indicators, independent study variables and job satisfaction with dependent variables: extra-role customer service behavior and cooperation. In order to investigate, the relationship between the set of independent variables and dependent variables a hierarchical multiple

regression was applied. The regression analysis disclosed the hypotheses testing in the study.

6.2.1 Correlation Analysis: Correlation Analysis: Support, Rewards for Service Quality, Employee Empowerment, Training for Service Quality with Satisfaction with the Job Extra role Customer Service Behavior and level of Cooperation.

Table 4 gives the correlation analysis on the relationship between independent and dependent variables with job satisfaction. The table below shows the relations between each studied variables, the coefficient of mean and standard deviation.

Obviously, that not all the independent variables have a positive relation with job satisfaction. Two independent variables show a positive relation with employee job satisfaction: empowerment shows the highest significant correlation (.553**) in the relationship with job satisfaction, organizational support (.393**). Whereas, reward and training demonstrate weak correlation with job satisfaction, the reward has an efficient at .126 and training at .133.

At the same time, employee job satisfaction has a negative relation with extra-role customer service at (-.034). In contrast, extra-role customer service behavior has a strong correlation with cooperation (.345**).

The correlation between employee job satisfaction and cooperation remains positive point at (.064), which means.

Both of management commitment indicators, organizational support, and empowerment have been defined as positively correlated with regard to the employee job satisfaction.

Weak correlation has been indicated between other management initiatives: reward, and training to job satisfaction.

Negative and positive correlation has been found between job satisfaction and dependent variables. Extra-role customer service behavior and cooperation are dependent variables in the study model. For example, a negative relation between job satisfaction and extra-role customer service behavior at $-.034$.

Meanwhile, the strong relation between employee job satisfaction and cooperation has been found at $.064$.

6.2.2 Correlation Analysis: Demographic Variables Correlation Analysis: Support, Rewards for Service Quality, Employee Empowerment, Training for Service Quality, Satisfaction with the Job Extra Role Customer Service Behavior and Level of Cooperation.

Strong positive correlation has been found between the gender and training, which shows at $(.231^*)$. Surprisingly, the relationship between the age and employee job satisfaction shows negative correlation at $(-.018)$. Whereas, organization support has strong positive relation with empowerment $(.364^{**})$ and training $(.281^{**})$. Results also demonstrate the strong positive relationship between variables: reward and training at $(.430^{**})$ and extra-role customer service behavior and cooperation at $(.345^{**})$.

A negative correlation has been found between training to extra-role customer service behavior and cooperation. Similar to training, employee job satisfaction has a negative relationship with extra-role customer service behavior.

Table 4: Correlations among the study variables. Mean (M), Standard Deviations (SD)

Measures	M	SD	1	2	3	4	5	6	7	8	9
1. Gender	1.5385	.20128									
2. Age	26.4725	4.59067	.019								
3. Organizational support	3.3443	1.04166	.109	-.185							
4. Reward	3.8388	.81402	-.021	.055	.165						
5. Empowerment	3.7326	.72388	-.027	-.067	.364**	.033					
6. Training	.36996	.90001	.231*	-.036	.281**	.430**	.105				
7. Job satisfaction	3.6740	.74863	-.040	-.018	.393**	.126	.553**	.133			
8. Extra-role customer service behavior	3.5311	.87908	.075	.0134	.041	.149	.123	-.084	-.034		
9. Cooperation	3.5824	.94359	.120	-.009	.168	.054	.100	-.034	.064	.345**	

* $r < 0.05$ (2-tailed).

** $r < 0.01$ (2-tailed).

*** $r < 0.001$ (2-tailed).

6.2.3 Cronbach Alpha Analysis for the Study Variables: Support, Rewards for Service Quality, Employee Empowerment, Training for Service Quality, Satisfaction with the Job Extra-role Customer Service Behavior and Level of Cooperation

The results of Cronbach alpha analysis is used to see the reliability and correlation among items of the variables of the study concept in the case of management commitment indicators, were interpreted as following.

The alpha of the organizational support has been found to be .822; which means the consistency among the items remains internal reliability. In contrast, the alpha for empowerment shows 0.451, indicates a moderate elasticity among the internal items, which means the probability of high level of the error can take place. A possible reason of a low index in the alpha could be in the content of the items.

For reward alpha has been found to be .669; this coefficient denotes acceptable internal consistency since it is nearby the cut point ($\alpha=.70$), thereby showing adequate reliability. The alpha for job satisfaction shows low internal consistency ($\alpha=.498$).

Table 5: Studied variables: Analysis on Cronbach alpha

Measures	M	SD	Alpha
1. Gender	1.5385	.20128	-
2. Age	26.4725	4.59067	-
3. Organizational support	3.3443	1.04166	.822
4. Reward	3.8388	.81402	.669
5. Empowerment	3.7326	.72388	.451
6. Training	.36996	.90001	.599

7. Job satisfaction	3.6740	.74863	.498
8. Extra-role customer service behavior	3.5311	.87908	.672
9. Cooperation	3.5824	.94359	.774

6.3 Hierarchical Multiple Regression

In order to investigate, the relationship between the set of independent variables and dependent variables a hierarchical multiple regression was applied.

This section has been divided into two parts, the first one describes the effects of the study variables: demographic (age and gender), organizational support, reward, empowerment and training on job satisfaction, the second is about the effects of all the variables on extra-role behavior and cooperation.

6.3.1 Support, Rewards for Service Quality, Employee Empowerment, and Training regressed on Satisfaction with the Job

Model 2 (Table 6) explains the impact of age, gender, organizational support, reward, empowerment and training on job satisfaction with almost 36% of the changes. 35,8% means the value of the conceptual model is explained in the relationship between management commitment and employee job satisfaction.

The addition of two factors of dependent variables: extra-role customer service behavior created a change of 9.7% only, which cannot be accounted as a significant impact. And, when the employee cooperation with co-workers have been entered (Model 3), R-squared shows 6.2%.

Table 6: The impact of age, gender, support, rewards for service quality, employee empowerment, training for service quality, satisfaction with the job extra role customer service behavior and level of cooperation

Model	R	R ²	Adjusted R ²	Std.Error of Estimate
2.	.599b	.358	.312	.62078

b. Predictors: (Constant), What is your age, What is your gender, Reward, EMPOWER, OS, TRAIN

Table 7 represents coefficients of independent variables and how they are changing with the addition of new variables in each of the models in relation to job satisfaction. According to model 1 gender shows a negative coefficient in beta at -.053 of changes in employee job satisfaction, which did not imply any significant effect on job satisfaction. Compare to the age that demonstrates a slight of the significance on job satisfaction with 5.2% which means that the age does not influence employee satisfaction in airline service sector.

Table 7: Management commitment indicators and demographic variables regressed on job satisfaction

Model	Predictor	Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.961	.642		1.498	.138
	What is your gender	-.079	.136	-.053	-.580	.564
	What is your age	.009	.015	.052	.586	.560
	Organizational support	.161	.071	.224	2.253	.027
	Reward	.061	.091	.066	.672	.504

2	Empowerment	.486	.097	.470	4.993	.000
	Training	.006	.086	.007	.066	.947

a. Dependent Variable: Job satisfaction

With regard to Model 2, the additional of study variables of management commitment indicators: organizational support, reward, empowerment, and training caused in employee job satisfaction. Empowerment shows a positive significant beta which explores 47% of the changes in employee job satisfaction, as the highest number in Model 2. The increased coefficient in empowerment remains constant increase in job satisfaction. Therefore, *H3* is supported. Furthermore, organizational support shows a positive strong significant beta that explains 22.4% of changes in job satisfaction perceived by employees, which does not reject *H1*.

Thereby, the reward and the training have shown less significant betas, which explain 6.6% in reward as an organizational tool for changes in job satisfaction, that does not support *H2* and 0.7% of changes in employee training respectively, which rejects *H4*. Likewise, it led to decrease in coefficients' significance of job satisfaction with regard to the extra-role customer service behavior and cooperation.

6.3.2 Support, Rewards for Service Quality, Employee Empowerment, Training and Satisfaction with the Job Regressed on Employee Extra-role Behavior

Table 10 represents coefficients and how they change with the addition of new variables in extra-role customer service behavior. In accordance with Model 3, age and gender show a positive significant beta, which explains 10.5% and 13.5% of changes in employee's extra-role customer service behavior as he or she becomes

older. The empowerment and the reward show significant betas of changes in extra-role customer service behavior of 21.4% and 22.3%. The training has been indicated as a significant but negative beta, showing a decrease in extra-role customer service behavior by 14.9% as an employee do not consider training as their level of job satisfaction, that does not support *H4*. Job satisfaction shows negative beta in changes in extra-role customer service behavior, therefore rejects *H5*.

Table 10: The impact of age, gender, organizational support, reward, empowerment, training and job satisfaction on extra-role customer service behavior

Model	Predictor	Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	1.826	.911		2.004	.048
	What is your gender	.184	.191	.105	.963	.338
	What is your age	.026	.020	.135	1.265	.210
	Organizational support	.041	.103	.049	.401	.689
	Reward	.231	.127	.214	1.818	.073
	Empowerment	.271	.155	.223	1.746	.085
	Training	-.146	.120	-.149	-1.213	.229
	Job satisfaction	-.208	.153	-.177	-1.361	.177

b. Dependent Variable: Extra-role customer service behavior

Table 8: The impact of age, gender, support, rewards for service quality, employee empowerment, training for service quality, satisfaction with the job extra role customer service behavior and level of cooperation

Model	R	R ²	Adjusted R ²	Std.Error of Estimate
3	.311c	.097	.021	.86996

c. Predictors: (Constant), What is your age, What is your gender, Reward, EMPOWER, OS, TRAIN, JOBST

As it is seen from Model 3 in table 8, there is a slightly significant beta of 9.7% of changes in employee extra-role customer service behavior, which means that job satisfaction does not have a direct influence on employee service behavior towards customers. Therefore, does not support *H5*. Moreover, employee job satisfaction level has been indicated as a significant but negative beta, showing a decrease in extra-role customer service behavior by 1.7% as the employee becomes more satisfied. (See Table 10).

According to the table 11, some of the independents variables show positive significant betas which explains 14.2% of gender and 16.8% of organizational support in cooperation. While the age, reward and empowerment have been found less significant betas of 1.3%, 9.9% and 7.3%. Whereas training indicated significant but negative beta, explaining a negative change in trust cooperation with 16.1%. At the same time the employee's job satisfaction showed less significant and negative beta in changes of cooperation, which is 2.7%, therefore *H6* is rejected.

Table 11: The impact of age, gender, Support, rewards for service quality, employee empowerment, training for service quality, satisfaction with the job extra role customer service behavior and level of cooperation

Model	Predictor	Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		

3	(Constant)	2.548	.997		2.555	.012
	What is your gender	.267	.209	.142	1.277	.205
	What is your age	.003	.022	.013	.118	.906
	Organizational support	.152	.113	.168	1.350	.181
	Reward	.115	.139	.099	.826	.411
	Empowerment	.095	.170	.073	.557	.579
	Training	-.169	.131	-.161	-1.283	.203
	Job satisfaction	-.035	.167	-.027	-.206	.837

c. Dependent Variable: Cooperation

Table 9: The impact of age, gender, support, rewards for service quality, employee empowerment, training for service quality, satisfaction with the job extra role customer service behavior and level of cooperation

Model	R	R ²	Adjusted R ²	Std.Error of Estimate
3	.248c	.062	-.017	.95176

c. Predictors: (Constant), What is your age, What is your gender, Reward, EMPOWER, OS, TRAIN, JOBSAT

Similar to extra-role customer service behavior case, employee satisfaction has shown slight changes in of R2 6.2% of total changes in cooperation. According to the Table 11, the beta coefficient in job satisfaction is negative which means employee job satisfaction did not have any influences on cooperation between employees in airline service sector.

Chapter 7

DISCUSSIONS AND CONCLUSION

7.1 The Results of the Study

In this chapter, the results of the research on the relationship between organizational commitment and job satisfaction are revealed. The outcomes of the study are compared with the research works, which is done before by several researchers. The limitations and implications for the managers are suggested.

7.1.1 Initiatives comprised of Support, Employee Empowerment, Rewards for Service Quality, and Training for Service Quality influence Employees Level of Satisfaction with their Jobs

Current study developed and tested a conceptual model (Bettencourt & Brown 1997) in order to investigate the mediating role of employee job satisfaction, that influences on the relationship between management commitment to service quality to extra-role customer service behavior and cooperation. Organizational support, reward, empowerment, training were presented as management commitment indicators (initiatives). The data was collected and obtained from a sample of frontline employees in airline company “Air Astana” for testing the relationships.

The results show that empowerment has the most significant relationship with employee job satisfaction. The study and findings in Tsaur and in Lin (2004) have been supported. At the same time, organizational support has been found in a positive relation with employee job satisfaction (Randall, 1999).

Surprisingly, reward and training have a weak relationship with employee job satisfaction. It means that employees do not perceive management commitment of the organization in a form of reward and training to their level of satisfaction. Due to the fact that there is no financial reward system still in Air Astana company, employees do not receive reward as the focus in service rendering. Whereas, in other service fields, like food and beverage it is so common to receive bonuses and peaks.

Training is an obligatory way of education in airline industry, mostly the tenure of the employee job and the qualification depend on the evaluation of employee Professional skills and training passing.

The study explored, that organizational support and empowerment are considered as the most compelling organizational instruments in the service commitment to quality. Frontline employees distinguish these managerial indicators as their positive emotional level of job satisfaction. The higher the application of OS and empowerment from the management viewpoint, the higher level of employee's commitment to the company. However, training and reward are still in a positive connection with job satisfaction.

Taking into consideration of the peculiarities of the airline sector, where training system is on the compulsory base, and this sometimes makes employees be obliged to pass some training exams. Therefore, the training system is not recognized much by employees as management commitment, so frontline employees do not perceive it as their level of satisfaction.

The airline industry is one of the difficult industries among the service sector. Employees are more money oriented while they are applying to do this service because the benefits to having an economic stability are more important for them. Most probably, frontline employees find rewards less significant and do not consider reward as job satisfaction.

7.1.2 How does employee Job Satisfaction influence Cooperation and Employee Extra-role Customer Service Behavior?

According to the analysis, there is no relationship between job satisfaction with extra-role customer service behavior and cooperation. Surprisingly, the ratio indicates weak numbers; the fact implies that job satisfaction does not affect the employee's attitude to their colleges.

The reasons for the low relationship between employee job satisfaction and extra-role customer service behavior and cooperation may interpret the following.

Sieber (974) said that the workload of frontline employees in airline company is so busy, but the limits of time are so high to complete them. There is a big probability of increase tasks in number, that gives a big pressure on the employee, so, the frontline employee can see the lack of capability which has to meet customer satisfaction. As the result, low employee job satisfaction brings a low level of the employee extra-role customer service behavior.

“...role overload refers to constraints imposed by time as role obligations increase. Sooner or later a time barrier is confronted that forces the actor to honor some role at the expense of honoring others.” (567-578)

As the second reason that can explain the low level of correlation between employee job satisfaction and extra-role customer service behavior in airlines is employees' physical and mental health. Working conditions represent plays an essential part for airline employees.

Employees spend the most of their time in the air and it has a direct impact on employee health. Permanent changes in temperature and pressure as well play a direct role in the emotional background of the employee. The jetlag creates constant tiredness, caused by the loss of sleep.

Being far away from personal and social life has its point in the low level of extra-role social behavior and cooperation. During the working hours, flight attendants serve passengers and the pressure of task accomplishment altogether leads to the emotional exhaustion (Maslach & Jackson, 1981). As the result, there is no a significant effect on employee job satisfaction on cooperation.

7.2 Recommendations for Further Research

As it has been reported, management commitment has an essential effect on employee job satisfaction. Empowerment and OS are the best indicators of the service quality.

All the management activities are to recognize the importance of the service quality for the organizational success in the competitive environment. It is important for managers to pay more attention and invest many resources in training programs for employees. Training programs should include, not only technical skills but knowledge, in order to develop personal skills. Training system should be created for

the organization with regard to recruitment the right people. Therefore, monitoring training programs should be used by management. Development and improvement of organizational support in training programs contract the employee association of their values, ideas, and importance for better service performance for the organization. Training programs can be useful to decrease the high level of turnover.

Nowadays, every second individual in Kazakhstan has a priority of economic stability as the sign of life satisfaction. Unfortunately, the airline industry has more downsides occasionally, than benefits. Therefore, managers should be sure that financial and non-financial rewards are used in order to recognize the employee effectiveness in rendering service quality.

7.3 Recommendations for Managers

The current research was conducted by the collected data of a small sample of a single service company. Future studies could obtain the data from the various airline companies in different countries with larger sample size. It would be much useful in order to generalize the information on the concept of the study.

Secondly, future research could study the influence of management commitment to employee job satisfaction by use of other potential indicators and conceptual models that help to understand better the job satisfaction as a mediator.

7.4 Summary

After the examination of the impact of organizational management and its instruments on the service quality, the assumptions of the positive outcomes in the employee performance of the service behavior, positive intentions in cooperation with the colleagues were proved by the job satisfaction.

The results of the study, when the level of management indicators in terms of organizational support, reward, empowerment, and training increase, the level of employee job satisfaction increases as well. Empowerment and organizational support were found the most effective initiatives of management commitment. Therefore, service organizations should develop and upgrade the management system based on strengths, which can build a strong job satisfaction of employees.

Speaking about the airline sector, the training and reward should be structured in order to determine needs, views, and personal skills of the company personnel. And it will help the organization to involve employees to provide better service and feel personal fulfillment in the work they are doing.

On the other hand, job satisfaction does not demonstrate any mediating role on the relationship between the management commitment initiatives to extra-role customer service behavior and cooperation. Consequently, if the organizational management is able to apply a proven system of management commitment to service quality, the role of customer service behavior and cooperation will grow in the employee perception.

REFERENCES

- [1] Ahmed, I., & Parasuraman, A. (1994). *Environmental and positional antecedents of management commitment to service quality: a conceptual framework*. In T. A. Swartz, D. E. Bowen, & S. W. Brown (Eds.). *Advance in services marketing and management* (pp. 69-93). Greenwich, CT: JAI.
- [2] Ashill, N. J., Carruthers, J., & Krisjanous, J. (2006). The Effect of Management Commitment to Service Quality on Frontline Employees' Affective and Performance Outcomes: An Empirical Investigation of the New Zealand Public Healthcare Sector. *International Journal of Voluntary Sector Marketing*, 11(4), 271-287.
- [3] 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.
- [4] 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, 272-286.
- [5] Bagozzi, R. P. (1992). The self-regulation of attitudes, intentions, and behavior. *Social Psychology Quarterly*, 55, 178-204.

- [6] Bernhardt, K. L., Donthu, N., & Kennett, P. A. (2000). A longitudinal analysis of satisfaction and profitability. *Journal of Business Research*, 47, 161-171.
- [7] Berry, L. L., & Parasuraman, A. (1991). *Marketing services: Competing through quality*. New York: Free Press.
- [8] Bettencourt, Lance A., Gwinner, Kevin P., & Meuter, Matthew L. (2001). A Comparison of Attitude, Personality, and Knowledge Predictors of Service-Oriented Organizational Citizenship Behaviors. *Journal of Applied Psychology*, 86(1), 29-41. doi: 10.1037//0021-9010.86.1.29
- [9] Bettencourt, L. A., & Brown, S. W. (1997). Contact employees' relationships among workplace fairness, job satisfaction, and prosocial behaviors. *Journal of Retailing*, 73, 39-62.
- [10] Bettencourt, L. A., & Gwinner, K. P. (1996). Customization of the service experience: The role of the frontline employee. *International Journal of Service*
- [11] Bohlander, G. W., & Kinicki, A. J. (1988). *Where personnel and productivity meet*. *Personnel Administration*, 33, 122-130.

- [12] Bowen, D. E., Gilliland, S. W., & Folger, R. (1999). *HRM and service fairness: How being fair with employees spills over to customers*. *Organizational Dynamics*, 27, 7-23.
- [13] Bowen, D. E., & Lawler, E. E. M (1992). *The empowerment of service workers: what, why, how and when*. *Sloan Management Review*, 33 (3), 31-39.
- [14] Boshoff, C., & Allen, J. (2000). The influence of selected antecedents on frontline staff's perception of service recovery performance. *International Journal of Service Industry*, 11(1), p.63-82.
- [15] Brief, A. P., & Motowidlo, S. J. (1986). *Prosocial organizational behaviors*. *Academy of Management Review*, 11, 710-725.
- [16] Butler, M. & Rose, E. (2011). *Introduction to Organizational Behaviour, Edited London: Chartered Institute of Personnel & Development*
- [17] Carless, S. A. (2004), "Does psychological empowerment mediate the the relationship between psychological climate and job satisfaction?"; *Journal of Business and Psychology*, Vol. 18, pp. 405-25
- [18] Chacko, H. E. (1998). Designing a seamless hotel organization. *International Journal of contemporary Hospitality Management*, 10, 133-138.

- [19] Chebat, J. C., Babin, B., & Kollias, P. (2002). What makes contact employees perform? Reactions to employee perceptions of managerial practices. *International Journal of Bank Marketing*, 20, 325-332.
- [20] Edward, E. L. III, Christopher, G. W. (2006). Winning support for organizational change: Designing employee reward systems that keep on working. *Ivey Business Journal Online*, March/April 2006.
- [21] Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- [22] Farrell, D., & Rusbult, C. E. (1981). Exchange variables as predictors of job satisfaction, job commitment, and turnover: The impact of rewards, costs, alternatives, and investments. *Organizational Behavior and Human Performance*, 27, 78-95.
- [23] Hartline, M. D., & Ferrell, O. C. (1996). The management of customer-contact service employees: An empirical investigation. *Journal of Marketing*, 60, 52-70.
- [24] Hayes, B. E. (1994). How to measure empowerment. *Quality Progress*, 27, 41-46.
- [25] Hoffman, K. D., & Ingram, T. N. (1992). Service provider job satisfaction and customer oriented performance. *Journal of Services Marketing*, 6, 68-78.

- [26] Humborstad, S. I. W., Humborstad, B., Whitfield, R. and Perry, C. (2008b), "Implementation of empowerment in Chinese high power-distance organizations", *The International Journal of Human Resource Management*, Vol. 19, pp. 1349-64.
- [27] Hoppock, R. (1935). *Job Satisfaction*. New York: Harper & Row.
- [28] Jayaratne, R. T. (1993). The antecedents, consequences, and correlations of job satisfaction. In R. T. Golembiewski (Ed.), *Handbook of organizational behavior* (pp. 111-140). New York: Marcel Dekker.
- [29] Jenkins, K. J. (1992). Service quality in the skies. *Business Quarterly*, 57, 13-18.
- [30] Kelly, S. W., & Hoffman, K. D. (1997). An investigation of positive affect, prosocial behaviors, and service quality. *Journal of Retailing*, 73, 407-427
- [31] Locke, E. A. (1976). The nature and causes of job satisfaction. In *Handbook of Industrial and Organizational Psychology*. Chicago: Rand McNally
- [32] Lucas, G. H., Babakus, E., & Ingram, T. N. (1990). An empirical test of the job satisfaction-turnover relationship: Assessing the role of job performance for retail managers. *Journal of the Academy of Marketing Science*, 18, 199-208.

- [33] Lovelock, C. H. (1992), *Managing Services: Marketing, Operations, and Human Resources*, Prentice-Hall, Upper Saddle River, N. J.
- [34] Malhotra, N., & Mukherjee, A. (2004). The relative influence of organizational commitment and job satisfaction on service quality of customer-contact employees in banking call centers. *Journal of Services Marketing*, 18, 162-174.
- [35] Malhotra, N., and Mukherjee, A. (2003), “Analyzing the commitment service quality relationship: a comparative study of retail banking call centers and branches”, *Journal of Marketing Management*, Vol. 19, pp. 941-71.
- [36] Michailova, S. (2002), “When common sense becomes uncommon: participation and empowerment in Russian companies with Western participation”, *Journal of WorldBusiness*, Vol. 37, pp.180-7
- [37] Jenkins, K. J. (1992). Service quality in the skies. *Business Quarterly*, 57, 13-18.
- [38] Malhotra, N., & Mukherjee, A. (2004). The relative influence of organizational commitment and job satisfaction on service quality of customer-contact employees in banking call centers. *Journal of Services Marketing*, 18, 162-174.

- [39] Podsakoff, P. M., Mackenzie, S. B., Lee, J., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88, 879-903.
- [40] Podsakoff, P. M., Todor, W. D., & Skov, R. (1982). Effects of leader contingent and noncontingent reward and punishment behaviors on subordinate performance and satisfaction. *Academy of Management Journal*, 25, 810-821.
- [41] Pastor, J. (1996). *Empowerment: What it is and what it is not*. Empowerment in Organizations, 4(2), 5-7.
- [42] Pugh, S. D. 2001. Service with a smile: Emotional contagion in the service encounter. *Academy of Management Journal* 44 (5) 1018-1027.
- [43] Randall, M. L., Cropanzano, R., Bormann, C. A., & Birjulin, A. (1999). Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior. *Journal of Organizational Behavior*, 20, 159-174.
- [44] Robert, C., Probst, T. M., Martocchio, J.J., Dragow, F. and Lawler, J. J. (2000), "Empowerment and continuous improvement in the United States, Mexico, Poland, and India: predicting fit on the basis of the dimensions of

power distance and individualism”, *Journal of Applied Psychology*, Vol. 85, pp. 643-58

[45] Rafiq, M., & Ahmed, P. K. (1998). A contingency model for empowering customer-contact services employees. *Management Decision*, 36(10), 686-694

[46] Ripley, R. E. and Ripley, M. J. (1992). Empowerment, the cornerstone of quality: Empowering management in innovative organizations in 1990s. *Management Decision*, 30, 20-43

[47] Sieber, S.D., 1974. Toward a theory of role accumulation. *American Sociological Review* 39, 567-578.

[48] Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37, 580-607.

[49] Schneider, B., & Bowen, D. E. (1985). Employee and customer perceptions of service in the bank: Replication and extension. *Journal of Applied Psychology*, 70, 423-433.

[50] Thomson, E, R & Phua, F. T. T (2012). ‘A Brief Index of Affective Job satisfaction, *Organisation Management* 37(3): 275-307.

- [51] Van Dyne, L., J. A. LePine, 1998. Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal*, 41(1): 208-219
- [52] Wilkinson, A. (1998), "Empowerment: theory and practice", *Personnel Review*, Vol. 27, pp. 40-56
- [53] Zeithaml, V; Berry, L., and Parasuraman, A. (1996), The Behavioral Consequences of Service Quality, *Journal of marketing*, Vol. 60, No.2: 3.

APPENDIX

Research Questionnaire for Employees

Dear Respondent:

This study investigates your attitudes and perceptions of organizational commitment to the service. As the frontline employee, we believe, you are an excellent source to assess the information concerns the job satisfaction. Our goal is to see how these may relate the management commitment to your level of job satisfaction.

Any information collected during our research will be kept confidential, and will not be shared with employees or manager, but only used by the researcher.

We appreciate your time and participation in our research very much.

Thank you for your kind cooperation.

Please point out the number which represents your level of agreement or disagreement, according to 1 – the less and the 5 – the most:

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

How much are you satisfied with your job:

*** Electronic version is used for the employee survey**

Section1

How old are you? *

What is your gender? *

- male
- female

How long have you been working in this organization? *

Section2

1. Help is available from my organization when I have a problem

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

2. The organization tries to design my job as interesting and rewarding as possible

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

3. My organization strongly considers my goals and values *

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

4. If I improve the level of service I offer customers, I will be rewarded *

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

5. The rewards I receive are based on valuations of customer service *

- I strongly disagree
- I disagree
- I am undecided
- I agree

I strongly agree

6. I am rewarded for dealing with customer problems effectively *

I strongly disagree

I disagree

I am undecided

I agree

I strongly agree

7. I have the authority to correct customer problems when the problems occur *

I strongly disagree

I disagree

I am undecided

I agree

I strongly agree

8. I am encouraged to handle customers by myself *

I strongly disagree

I disagree

I am undecided

I agree

I strongly agree

9. I do not have to get approval from managers before I handle customer problems *

I strongly disagree

I disagree

I am undecided

I agree

I strongly agree

10. I receive training continuously to provide good service *

I strongly disagree

- I disagree
- I am undecided
- I agree
- I strongly agree

11. I received extensive service training before I first started my job *

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

12. I am trained to deal with customer complaints *

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

13. Given the work I do, I feel that I am paid fairly *

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

14. I feel a sense of pride and accomplishment as a result of the work I do *

- I strongly disagree
- I disagree
- I am undecided
- I agree

- I strongly agree
- 15. I like the type of work I am doing very much *
- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

What is your Educational Degree? *

- High school
- College
- Technical Degree
- University
- Graduate Degree

Research Questionare for Managers

SURVEY FOR SUPERVISORS

Dear Respondent:

This study investigates employee extra role behaviors and cooperation. As the manager, we believe, you are an excellent source to assess this for each of your employees.

We are also collecting data from employees about their attitudes and perceptions. Our goal is to see how these may relate to their extra-role performance and cooperation.

Any information collected during our research will be kept confidential, and will not be shared with employees or manager, but only used by the researcher.

We appreciate your time and participation in our research very much.

Thank you for your kind cooperation.

Please point out the number which represents your level of agreement or disagreement, according to 1 – the less and the 5 – the most, in order to evaluate your attitude about supervised employee by you:

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

Evaluate your colleague or employee, does he really work well?

*** Electronic version used for the managers` survey**

Section1

How old are you? *

What is your gender? *

- male
- female

How long have you been working in this organization? *

Information about person you are going to evaluate: *

Is it colleague or employee? gender?

- colleague
- employee
- male
- female

Section2

Your colleague or employee voluntarily assists customers even if it means going beyond the job requirements *

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

He or she often goes above and beyond the call of duty when serving customers *

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

Frequently goes out of the way to help customers *

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

He or she helps other employees who have excessive workloads *

- I strongly disagree
- I disagree
- I am undecided
- I agree

- I strongly agree

He / She is always ready to lend a helping hand to coworkers around him/her *

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree

He or she helps orient new employees even though it is not required *

- I strongly disagree
- I disagree
- I am undecided
- I agree
- I strongly agree