

Effects of HR Practices on Internal Influence and External Representation: An Empirical Study of Flight Attendants

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The present study examines relationships among HR practices (i.e. empowerment and training), employee attitudes (i.e. job satisfaction and organisational commitment) and boundary-spanning behaviours (i.e. internal influence and external representation), as well as the mediation role of the employee attitudes in the model. Using data collected from 335 flight attendants, structural equation model analysis reveal positive effects of employee attitudes on both internal influence and external representation. Moreover, HR practices are found to be positively associated with job satisfaction, and job satisfaction is indicated to be the only mediator in the model. The study results observe job satisfaction and empowerment to show strong predictive power. Implications for services marketing scholars and practitioners are drawn from the results.

Field of Research: Management

1. INTRODUCTION

Due to the liberalisation of the airline industry and the emergence of low-cost carriers, intense competition is the inevitable phenomenon for airlines around the world. As such, securing competitive advantages is a crucial determinant of company's survival. In the service sector, scholars suggest that firm's competitive advantages can be significantly accrued through its ability to provide superior customer service (Vargo and Lusch 2004; Meng et al. 2009). Recognition of the importance of service quality not only leads service providers to the pursuit of service excellence, but also draws scholars' attention on increasing the quality of service delivery. It is believed that one way to enhance service quality and delight customer is to have employees go beyond the normal call of duties (Ennew and Binks 1999). Thus, research attention has been placed to focus on the importance of organisational citizenship behaviours (OCBs - behaviours that entail individual contributions in the workplace beyond the specified role requirements and are not explicitly recognized by the formal reward system), as the relationship between employee behaviours and customers' perceptions of service quality is evident. Although much research effort was devoted to explore such behaviours, most of the focus was on affiliative behaviours such as interpersonal helping and compliance which are intended to maintain and reinforce the *status quo* (Choi 2007). Discretionary behaviours which are promotive but challenges the *status quo* (i.e. making suggesting to improve work performance) has received only limited research attention (Bettencourt 2004). Also, how external representation (i.e. employee being vocal advocates to outsiders) develops has gained limited research attention despite its important contribution to the firm's image and success (Bettencourt and Brown 2003). In addition, despite numerous OCBs have been studies in the hospitality industry, only a handful was found in the case of airline cabin staff. Thus, leaving a void on how airline companies can lead employees to engage in

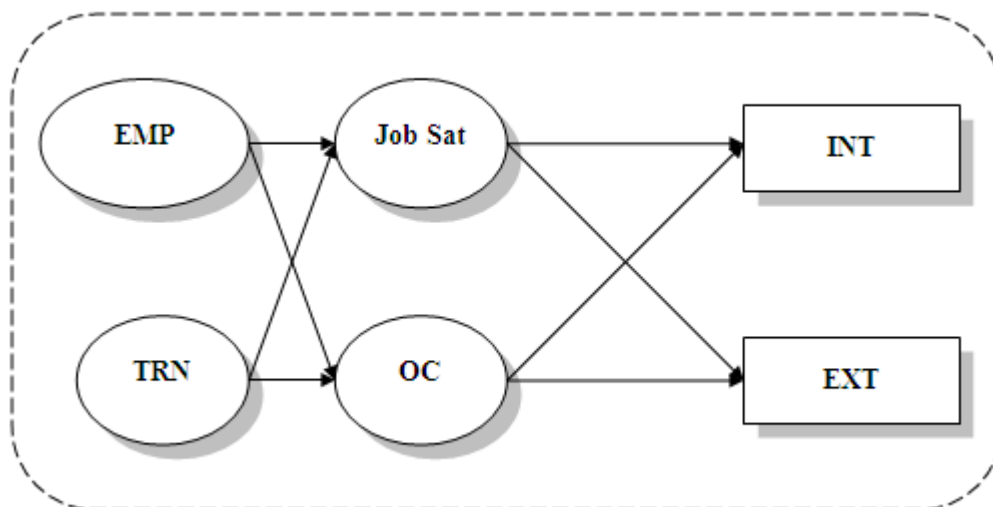
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positive discretionary and voluntary behaviours which would result in the effective working of organisations and service excellence.

It is generally believed that human resource management practices enhance employee performance. However, relative little is known about approaches for developing and motivating frontline service employees (Elliger et al. 2007). In addition, there remains fundamental gap in our current understanding on how management practices influence discretionary behaviours. The main objective of the current study is to examine the relationships between human resource management practices (i.e. empowerment and training) and two boundary-spanning behaviours including 1) internal influence, taking individual initiative in communications to the firm and co-workers to improve service delivery by the organization, co-workers, and oneself (cf. Bettencourt and Brown 2003; Bettencourt et al. 2005), and 2) external representation, being vocal advocates to outsiders of the organisation's image, products, and services (Bettencourt and Brown 2003; Bettencourt et al. 2005). Drawing from the service related literature, the authors posit that that HR practices play an indirect role in organisational performance by enhancing employee job attitudes. By this, the present study extends the OCB literature by identifying potential HR practices (i.e. training and empowerment) and mediating psychological mechanism (i.e. job satisfaction and organisational commitment) that lead to levels of internal influence and external representation. Figure 1 illustrates the study's conceptual model.

Figure 1: Conceptual Model



2. LITERATURE REVIEW

2.1 Internal Influence and External Representation

OCB concept emphasizes the importance of extra-role behaviours and performance by staffs in organizations. Bell and Menguc (2002) points out that the majority of studies have relied on the generic measures of OCB. As a consequence, past research has been focusing on service industry and its employees, raising the attention of service-oriented OCBs. Prosocial service behavior (PSB) was introduced as a prevalent stream of work. (e.g. Bettencourt and Brown 1997). This construct, however, focuses only on the service

deliver aspect, and thus ignoring the other fundamental roles of service employees that derive from the position of boundary spanners. Recognising this, loyalty and participation were introduced by Bettencourt et al. (2001), and have been renamed to 'external representation' and 'internal influence', respectively in subsequent studies (i.e. Bettencourt and Brown 2003; Bettencourt et al. 2005).

External representation or loyalty reflects allegiance to the organisation through the promotion of its interests and image to outsiders (Bettencourt et al. 2001, p. 29). It is a fundamental role of service employee which determines organisation success. Regarding internal influence or participation, this construct refers to involvement and contribution of constructive ideas to improve service quality delivered by the company, co-workers, and oneself (Bettencourt et al. 2001) study. The fundamental concept of this construct can be traced back to Hirschman's (1970) conceptualisation of voice which was defined as any attempt at all to change through various types of actions. Scholars note that employee voice has been acknowledged as increasing important and that employee voice can be a "key element of gaining competitive advantage" (Royer et al. 2008, p. 234)

2.2 Job Attitudes

Among factors that influence OCBs, personal characteristics, job characteristics, and organisational characteristics were deduced as important antecedents of OCBs (Podsakoff et al. 2000). Particularly, working attitude and working variables were noted to be of great influence on OCBs. The notion that job attitudes are related to job performance continues to attract much attention in organisational studies (Bowling 2007). Job satisfaction is asserted to be the focal employee attitude from both research and practical perspectives (Saari and Judge 2004). It can be defined as the "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values" (Locke 1969, p. 317), and as "a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences" (Locke 1976, p. 1300). In essence, proficient employees who experience job satisfaction are likely to achieve a higher performance level than those who experience lower job contentment. Additionally, motivational theory posits that higher job satisfaction facilitates employee efficacy and productivity. Motivated employees who maintain high job satisfaction would tend to perform OCBs to a higher degree.

From past studies, reciprocity norms suggest that employees who are satisfied with their job are more likely to engage in service-oriented behaviours than those who are dissatisfied with their jobs (Bettencourt et al. 2001; Netemeyer et al. 1997). Additionally, it is proposed from a social exchange perspective that extra-role behaviour is a means by which employees reciprocate organisational situations with which they are satisfied. Exchange of socio-emotional resources between employees and organisations was implicitly supported by the meta-analytic study of Hoffman et al. (2007), which suggested that OCB related more closely to work attitudes than task performance. Prior work has revealed that job satisfaction appears to be one of the most robust predictors of various traditional forms of OCB (Lee et al. 2006; Hoffman et al. 2007; Netemeyer et al. 1997; Organ and Ryan 1995; Whitman et al. 2010). Thus, the present study hypothesises:

H1: There are positive relationships between job satisfaction and internal influence (H1a), and external representation (H1b)

2.3 Organisational Commitment

Organisational commitment is another job attitude that has attracted considerable research attention among management theorists as it has been found to lead to important work-related behaviours (Meyer and Allen 1997). It entails the emotional attachment of individuals to the organisation (Meyer and Allen, 1991) which results in the individuals perceiving the organisation's problems and outcomes as their own. It develops slowly in the workplace as a consequence of good understanding of the job, organisational goals, values, performance expectations, their consequences, and the implications of membership maintenance (Mowday *et al.* 1982). Bateman and Strasser (1984) conjecture organisational commitment to be multidimensional in nature, representing an employee's loyalty to the organization and willingness to exert effort on behalf of the organisation. As well, it embodies the degree to which goals and values are congruent with those of organisation, and the desire to maintain membership. Meyer *et al.* (1993) proclaim that organisational commitment is a psychological state "that either characterizes the employee's relationship with the organisation or has the implications to affect whether the employee will continue with the organisation". Further, high employee performance levels and positive job satisfaction are generally found to be positively associated with organisational commitment (Clugston 2000).

Indeed, all forms of behaviour that are beneficial to the organisation can be anticipated as a result of employee commitment. Based on social exchange theory, it is asserted that employees who are committed to their company will exert themselves on the job (Organ 1988), with increased effort being the means by which employees reciprocate rewards or benefits received from co-workers, supervisors and/or the organisation as a whole (Lee 2001). Morrison (1994) pointed out that employees with a high level of affective commitment perceive their roles more expansively and, thus, are more likely to engage in prosocial organisational behaviours. Previous studies have found empirical support that a high level of commitment is related to manifestations of behaviours that fall beyond role-prescribed duties (e.g., Organ and Ryan 1995; Bettencourt and Brown 2003; Ackfeldt and Wong 2006). Thus:

H2: There are positive relationship between organisational commitment and internal influence (H2a), and external representation (H2b)

2.4 Empowerment and Training

The study by SamGnanakkan (2010) puts forward that the employees must (1) have incentives, (2) have necessary skills and (3) have the opportunity to perform and participate at various level in order to elicit organisationally-desire behaviours. Empowerment can be denoted as the employees' degree of judgment to make decisions about their responses concerning work (Bowen and Lawler 1992). It is seen as a means to facilitate employee's prompt response to customer's needs, courteous interaction and the provision of solutions for service improvements (Bowen and Lawler 1992). Researchers claim that empowerment could lead to better service recovery and, therefore, higher customer satisfaction (Bowen and Lawler 1992). Further, factors found to associate with empowerment are job satisfaction (e.g., Minjoon *et al.* 2006) and employee commitment (e.g., Lee *et al.* 2006). Essentially, employees who feel empowered are more likely to find their job more interesting and enjoyable. Such motivation and the sense of organizational appreciation would result in greater involvement and positive job perception (Hayes 1994).

Training has been noted to be widely researched in relation to job satisfaction and organisational commitment. It has been defined as a set of practices that provides regular and up-to-date training in required job knowledge and skills for the employee's current job and future job (Lytle et al. 1998). This practice is considered as an important management strategy which deals with customer requests and market needs. Training is also seen as a channel which the organisation communicates new practices, values, tools, and ways of performing work to employees (Kassicieh and Yourstone 1998). Largely, training may convey the message that the organization values the employees and wishes them to increase productivity and competitiveness. Thus, they may feel satisfied with acquiring new knowledge and skills and would, from the social exchange perspective, therefore, emotionally reciprocate the organization. In the light of the discussion, the study proposes two hypotheses.

H3: There are positive relationships between empowerment and job satisfaction (H3a) and organisational commitment (H3b)

H4: There are positive relationships between training and job satisfaction (H4a) and organisational commitment (H4b)

Despite the previous discussion on the effects of empowerment and training on job satisfaction and organisational commitment, it is yet unclear how human resource management practices should be integrated into explaining service employee behavior. Several studies report direct effects of empowerment and training on performance (e.g. Ellinger et al. 2007; Raub and Robert 2007; SamGnanakkan 2010; Sun et al. 2007), whereas others found that the effect of such management practices on job performance is mediated by job attitudes (e.g. Ackfeldt and Wong 2006; Lee et al. 2006). A theoretically anchored framework introduced by Bagozzi (1992), referred to as 'outcome-desired experiences', suggests that individual behaviour is a function of the experiences they encounter in the work environment. Such experiences have been classified as outcome-desired *conflict* or *fulfilment*. Outcome-desired conflicts occur when an individual fails to meet a goal or experiences an unpleasant event whereas, outcome-desired fulfilment occurs when a goal is met or the individual has a pleasant experience. These outcome-desired experiences are followed by negative or positive emotional responses respectively. Consequently, negative responses will result in coping intentions to reduce the conflict while positive responses will result in coping intentions to maintain, increase, or share the experience. In turn, behaviours follow each of the coping intentions.

This attitude-intention-behaviour framework has been successfully applied to explain both consumer behaviours (e.g. Scheofer and Ennew 2005) and employee behavioural intentions (e.g. Paulin et al. 2006). Also, it was found that conceptual models of several scholarly organizational citizenship behaviour studies appear to correspond with Bagozzi's (1992) framework (e.g. Bettencourt et al. 2005; Lee et al. 2006), even though there was no explicit reference to this framework. As outlined earlier, human resource practices affect the extent to which employees can achieve their service-related goals and, subsequent work experience. Another factor involves the employee's own appraisal (or assessment) of the support provided by the organization in terms of human resource management practices which has been shown to be substantially related to job attitudes (e.g. Ackfeldt and Wong 2006; Choi 2007; Lee et al. 2006). The extant literature has also revealed a robustness of the job attitude-performance link. Thus, the present study proposes;

H5: Effects of empowerment on internal influence (H5a) and external representation (H5b) are fully mediated by job attitudes

H6: Effects of training on internal influence (H6a) and external representation (H6b) are fully mediated by job attitudes

3. METHODOLOGY

3.1 Sample and Data Collection

The present study collected data using questionnaires. A total of 650 copies of the questionnaire were distributed among airline cabin crew of a major flag carrier in Thailand. The survey forms were distributed and collected in sealed envelopes according to the company's management administrative permission. The study guaranteed respondent anonymity in order to minimize bias and encourage respondent participation.

3.2 Measures

All constructs were operationalised using Likert-type rating scales anchored by 1 = 'strongly disagree' and 7 = 'strongly agree'. *Job satisfaction* was measured by the Minnesota Satisfaction Questionnaire (Weiss et al. 1967) consisting of 20 positively worded items measuring three different aspects—intrinsic, extrinsic and global—of job satisfaction. This twenty-item measure has been shown to possess good psychometric properties (Weiss et al. 1967). Next, the questionnaires developed by Meyer and Allen's (1991) were used to measure *organisational commitment*. This scale has been used frequently in prior marketing research, and found to have generalisability across cultures (e.g., Lee, Allen, Meyer and Rhee 2001). *Internal influence* and *external representation* were measured by 10 items developed by Bettencourt et al. (2005). As a result of pre-study fieldwork, some items relating to employee behaviours were slightly reworded to suit the research context. Subsequently, six items taken from Hartline and Ferrell (1996) were used to measure the degree of *empowerment*. The scale represents a set of practices that enables service employees to make daily decisions about their responses relating to work which allows employees to quickly respond to customer's needs, to be more courteous when interacting with customers. Lastly, the measurement on *training* consisted of eight items adapted from Lytle et al. (1998).

4. ANALYSIS AND RESULTS

4.1 Descriptive Statistics

At the end of data collection period, the researcher obtained 335 complete useable questionnaires, reflecting 53.6% effective response rate. The sample consisted of about equal groups of males and females. Most of them were single, aged below 35 years old and held at least bachelor degree. All of the respondents were Thai nationals and the majority had average annual income of 40,001- 60,000 BTH. To confirm the generalisability of the data, the study tested for non-response bias. A series of *t*-tests (two-tailed) were conducted on the main variables and demographic variables for early and late respondents. The results showed no significant differences in responses between the two groups. Hence, non-response bias is assumed not to be an issue in this study. See Table 1.

Table 1: Descriptive Summary of Sample Profile

Variable	Dimensions	Frequency (n = 335)	Percentage (n = 335)
Gender	Male	152	45.4%
	Female	183	54.6%
Age/ year	25 and below	75	22.4%
	26 – 35	193	57.6%
	36 – 45	53	15.8%
	46 – 55	13	3.9%
	56 and over	1	0.3%
Marital Status	Single	271	80.9%
	Married	62	18.5%
	Divorced/Widowed	2	0.6%
Ethnic background	Thai	329	98.1%
	Chinese	6	1.8%
	Caucasian	-	-
	Others	-	-
Highest education obtained	Secondary school or below	-	-
	High school (A level)	1	0.3%
	HND/HNC	1	0.3%
	Professional qualification	1	0.3%
	Bachelor's degree	280	83.6%
	Postgraduate qualification	52	15.5%
Average monthly income/ Baht (30 THB = 1 US\$)	20,000 Baht and below	1	0.3%
	20,001 – 40,000	33	9.9%
	40,001 – 60,000	181	54.0%
	60,001 – 80,000	63	18.8%
	80,001 – 100,000	43	12.8%
	100,001 and over	14	4.2%

4.2 Measurement Validation

Table 2 illustrates that the factors show satisfactory goodness of fit indications in the proposed model ($\chi^2(df)$ 309.392₍₁₂₆₎, CFI = .947, TLI = .936, RMSEA = .066). Further, all but three of the factor inter-correlations are significant ($p < .05$). Cronbach's alpha and variance extracted scores confirm internal consistency (Cronbach's alpha > .70) and convergent validity (AVE > .50). Discriminant validity is assured as all square roots of variance extracted estimates are larger than the corresponding inter-construct correlation estimates.

Table 2: Means, SD, inter-correlations, and reliability estimates

Construct	Means	(SD)	1	2	3	4	5	6
1. Internal influence	5.29	.90	.75 , (.84)					
2. External representation	5.78	.85	.59	.72 , (.76)				
3. Organisational commitment	5.60	1.15	.34	.50	.83 , (.87)			
4. Job satisfaction	5.13	.69	.66	.56	.44	.71 , (.86)		
5. Empowerment	4.45	1.18	.44	.36	.17*	.66	.82 , (.85)	
6. Training	4.71	1.28	.30	.17*	.20*	.64	.50	.76 , (.93)

Sub-diagonal entries are the latent construct inter-correlations. The first entry on the diagonal is square root of the AVE (in bold), whilst the second entry is the composite reliability score (in parentheses). * non significance ($p > .05$)

4.3 Structural Model Assessment

4.3.1 Direct Relationships

The path analysis results in Table 3 show that, overall, the data fit the model well ($\chi^2(df)$ 394.612₍₁₄₄₎, CFI = .933, TLI = .921, RMSEA = .072). Among eight hypothesized path relationships, only two showed no significant associations in this model, that is, the relationship between empowerment and organizational commitment (H3b), and the relationship between training and organizational commitment (H4b).

The relationships between job satisfaction and internal influence ($\beta = .383$, $p < .001$), and external representation ($\beta = .540$, $p < .001$) are statistically significant and positive. In addition, organisational commitment and internal influence ($\beta = .140$, $p < .05$), and external representation ($\beta = .363$, $p < .001$), are as well found to relate positively. Therefore, H1a and H1b as well as H2a and H2b are supported. Moreover, the associations between empowerment and job satisfaction ($\beta = .428$, $p < .001$) and between training and job satisfaction ($\beta = .348$, $p < .001$) are found to be positively significant. Hence, H3a and H4a are supported. Notably, the study results observe job satisfaction and empowerment to show strong predictive power in the model.

Table 3: Results of hypotheses concerning direct relationship

H	Hypothesised relationship	Std. Estimate	t-value	Result
H1a	JS → INT	.383	8.320***	Supported
H1b	JS → EXT	.540	5.976***	Supported
H2a	OC → INT	.140	2.391*	Supported
H2b	OC → EXT	.363	5.236***	Supported
H3a	EMP → JS	.428	7.239***	Supported
H3b	EMP → OC	.125	1.704	Not Supported
H4a	TRN → JS	.348	6.488***	Supported
H4b	TRN → OC	.136	1.878	Not Supported
$\chi^2(df) 394.612_{(144)}$, CFI = .933, TLI = .921, RMSEA = .072				

*** $p < .001$, ** $p < .01$, * $p < .05$

4.3.2 Mediation Effects

To test mediation effects in H5 and H6, the researcher followed Baron and Kenny's (1986) requirement guidelines as follows:

“To establish mediation, the following conditions must hold: First, the independent variable must affect the mediator in the first equation; second, the independent variable must be shown to affect the dependent variable in the second equation; and third, the mediator must affect the dependent variable in the third equation. If these conditions all hold in the predicted direction, then the effect of the independent variable on the dependent variable must be less in the third equation than in the second. Perfect mediation holds if the independent variable has no effect when the mediator is controlled” (p.1177).

The results regarding the relationships between independent variables (i.e. empowerment and training) and the proposed mediator (i.e. job satisfaction and organisational commitment) reveal that job satisfaction is the only potential mediator in the present study as both empowerment and training are not found to be associated with organisational commitment (see Table 3). These results provide evidence that the first requirement is met. Next, the second step in testing mediation effect outlined by Baron and Kenny (1986) was conducted. A model linking independent variables and dependent variables (i.e. internal influence and external representation) was estimated. The overall fit indices indicate an adequate fit to the data ($\chi^2(df) 220.251_{(72)}$, CFI = .944, TLI = .929, RMSEA = .079). Contrary to expectations, training does not have direct influences on neither internal influence ($\beta = .09$, $t = 1.400$) nor external representation ($\beta = -.04$, $t = -.595$). As such, there can be no mediated effects of training on internal influence or external representation, and thus not fulfilling Baron and Kenny's requirements for mediation. As a result, H6 is not supported. Therefore, no further mediation test on training was conducted.

Direct effects of empowerment on internal influence ($\beta = .41$, $t = 5.698$), and on external representation ($\beta = .41$, $t = 5.239$) are shown to be statistically significant. Hence, we proceeded to examine the third model which includes empowerment, job satisfaction, internal influence and external representation. The fit indices for this model are $\chi^2(df) 127.007_{(40)}$, CFI = .948, TLI = .929, RMSEA = .081, thus providing support for the model.

The results show that the effect of empowerment on job satisfaction is in the proposed direction. Also, the estimates of empowerment on internal influence ($\beta = -.04$, $t = -.438$) and external representation ($\beta = -.08$, $t = -.904$) are no longer significant when the mediator is added. As a result, job satisfaction (and not organisational commitment) fully mediates $EMP \rightarrow INT$ (H5a) and $EMP \rightarrow EXT$ (H5b) in the model. H5 is hence partially supported.

5. DISCUSSION

The study has found no significant impact of both empowerment and training on organisational commitment. It, thus, implies that increased level of authority and the ability skills at work do not increase the commitment level for the organisation. However, the results provide evidence that both HR practices affect the level of job satisfaction positively. This can be understood from the view point that such organisational affective commitment represents employee's emotional identification with the organisation (Allen and Meyer, 1991). This component arises from individual's favourable perception of the organisation in becoming flight attendants. Such organisational devotion develops more slowly after one has grasped the good understanding not only of the job but the organisational as a whole (Mowday *et al.* 1982). Thus, customary changes in job scope and description do not significantly change their opinion on this component. Employees with such strong commitment will continue employment with the organisation because they want to do so.

On the other hand, job satisfaction is seen as a pleasurable or positive emotional state resulting from an appraisal one's job experience (Locke 1976). This occurs as a consequence soon after organisation entry. Employees who are given freedom and authority to control situations at work are more likely to feel happy with their job. Moreover, those who are given opportunities to improve their capabilities to perform tasks feel appreciated and hence are more contented with their work. This is the emotional state or outcome resulting from the appraisal of one's job as achieving or facilitating one's job values (Locke 1969).

The study observes job satisfaction to be a significant predictor on both internal influence and external representation. This is in parallel with past studies which posit reciprocity norms of satisfied employees who are more likely to engage in service-oriented behaviours than those who are not (Bettencourt *et al.* 2001). This verifies the role of job satisfaction as one powerful predictor of OCB (Lee *et al.* 2006; Hoffman *et al.* 2007) and exhibits positive effect in many studies (Organ and Ryan 1995; Netemeyer *et al.* 1997). Also, the study's results provide evidence supporting that employees who are committed to the organisation are more likely to contribute to the organisation's well being. Specifically, it is revealed that the extent to which employees making suggestions and being vocal advocate for the organisation depends largely on level of their commitment to the organisation.

In this case of airline service operations, contented flight attendants are more likely to offer suggestions to improve the organisation constructively. These individuals are motivated to make contributions to the organisation (Wright and Staw 1999) where they hope to establish career paths. This hence, has an important implication for managers as information provided from customer-contact employee would lead to improvement of service quality, customer satisfaction, and ultimately organisation success. At the same time, these contented employees could act as an important agent in portraying good image of the organisation. They communicate good reflection of the company not only to

the passengers on flight, but also to the publics at large. It is understood that the tendency to represent the organisation well to the external parties occurs as an outcome of pleasurable work experience. Looking at airline business, a great emphasis is placed on maintaining superior corporate image especially by the top airline companies. Besides the rigorously training routines meant to uphold positive image of the organisation at all times, individual pleasant experience with the organisation itself also acts as a direct motivation of favourable external communication. This further reinforces the fact that job satisfaction and organisational commitment act as significant predictors of OCB and favourable service performance outcomes (Hoffman et al. 2007).

Regarding the effects of the human resource management practices on internal influence and external representation, only job satisfaction is found to fully mediate the effect of empowerment on both internal influence and external representation. This study provides a better understanding of the mechanism by which human resource practices relate to service employee behaviours. Although there are hypotheses concerning mediation effect which were not supported, this is an area that was lacking in the literature and therefore such findings are important as they provide new information to the literature.

6. CONCLUSIONS AND RESEARCH LIMITATIONS

The current study has attempted to fill a void in the literature by simultaneously examining the relationships of HR practices, employee attitudes and boundary-spanning behaviours in the context of an airline company. Apparently is critical for the organisation to ensure that its employees are satisfied and committed to the organisation as these attitudinal factors are revealed to have great influence on organisationally desired behaviours. As empowering the employees and offering skill training do not particularly increase the level of organisational commitment, the company should identify key motivational sources to instill organisational attachment among employees. For instance, establishing strong corporate culture which incorporates everyone as unity could strengthen loyalty and devotion in the company. This, in a way, makes the employees feel important and dedicated to the workplace they belong, and to reciprocate and contribute more to the organisation.

The present study provides valuable managerial indications for service organisation to understand and encourage desirable service behaviours from the employees. However, precautions should be exercised in oversimplifying these results. The sample respondents in the study are employees of a single airline organisation based in Thailand. This may limit the generalisability of the findings given the company's positioning in the sector which implies specific nature and case for evaluation. Additionally, the researcher would like to stress the implication of individual difference on job allocation and expectations at work place. Personality or cultural-related factors could be further investigated to give a holistic picture of OCBs in service sector. After all, front-line staffs are important personnel who come into direct contact with customers and have the greatest opportunity to influence passengers' perceptions. Further, different behavioural outcomes are linked to different individual characteristics. The company can, therefore, recruit personnel, based on certain aptitude tests to match specific duties and job scope according to individual difference considerations.

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