



St. Mary's **ቅድስት ማርያም**  
University **የኢክርስቲ**  
*Committed to Excellence*

# **EFFECTS OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON SERVICE QUALITY AT ETHIOPIAN AIRLINES**

*BY:*

*EGRAM ABDU MOHAMMED*

May 2018

ADDIS ABABA, ETHIOPIA

**APPROVED BY BOARD OF EXAMINERS**

Dean, Graduate Studies

Signature

---

---

Advisor

Signature

---

---

External Examiner

Signature

---

---

Internal Examiner

Signature

---

---

## **Dedication**

I would like to dedicate this paper to my dad ABDU MOHAMMED he was so supportive and highly conservative for my accomplishment. I do have respect for motives thank you for everything.

## Table of contents

## Page

APPROVED BY BOARD OF EXAMINERS .....	ii
Dedication .....	iii
Table of contents.....	iii
Acknowledgements .....	vii
Acronyms.....	viii
List of Tables.....	ix
List of Figures.....	ix
Abstract .....	x
Statement of Certification.....	xi
CHAPTER ONE.....	1
INTRODUCTION .....	1
1.1 Background of the study .....	1
1.2 Background of the organization .....	4
1.3 Statement of the problem.....	5
1.4 Research questioning.....	7
1.5 Objective of the study.....	7
1.5.1 General objective .....	7
1.5.2 Specific objectives.....	7
1.6 Significance of the study .....	8
1.7 Scope of the study .....	9
1.8 Limitation of the study .....	10
1.9 Definition of the key terms.....	11
1.10 Organization of the study .....	11
CHAPTER TWO.....	13
RELATED LITERATURE REVIEW.....	13

2.1 Origin of Organizational Citizenship Behavior .....	13
2.1.1 Organizational Citizenship Behavior and its Dimensions .....	14
2.1.2 The benefits of OCB.....	21
2.2 Concept of Service quality .....	25
2.2.1 Benefit of service quality.....	30
2.2.2 Customers' perception of service quality .....	30
2.3 Service-oriented organizational citizenship behavior.....	31
2.4 Organizational Citizenship Behavior and Service Quality .....	33
2.4.1 Altruism and service quality.....	35
2.4.2 Conscientiousness and service quality .....	35
2.4.3 Sportsmanship and service quality .....	36
2.4.4 Civic virtue and service quality .....	37
2.5 Empirical Review .....	38
2.6 Conceptual Framework .....	40
CHAPTER THREE.....	41
RESEARCH METHODOLOGY .....	41
3.1 Research design .....	41
3.1.1 Population.....	41
3.2 Sample technique, sampling Size and sampling frame work .....	41
3.2.1 Sampling Technique.....	41
3.2.3 Sample Size .....	42
3.3 Source and tools of data collection.....	43
3.4 Research Instruments.....	44
3.4.1. Questionnaires .....	44
3.4.2 Interviews .....	45
3.5 Validity and Reliability .....	45
3.5.1 RELIABILITY TEST.....	46
3.6 Procedures of data collection.....	48

3.7 Methods of data analysis .....	48
3.8 Ethical Consideration .....	49
CHAPTER FOUR.....	51
RESULTS AND DISCUSSION.....	51
4.1 Survey Response Rate .....	51
4.2 effect of organizational citizenship behavior on the service quality .....	54
4.2.1 Mean of Conscientiousness .....	54
4.2.2 Mean of altruism.....	55
4.2.3 Mean of Sportsmanship.....	56
4.2.4 Mean of civic virtue .....	57
4.2.5 Mean of service quality .....	58
4.3 Assumptions of Multiple Linear Regressions .....	58
4.3.1 Assumption 1- Multi-collinearity of the independent Variables.....	58
4.3.2 Assumption 2 - Independence of Residuals .....	59
4.3.3 Assumption 3-Linearity Relationship.....	60
4.3.4 Assumption 4- Homoscedasticity (Equal Variance).....	61
4.3.5 Assumption 5- Normality distribution.....	62
4.4 Multiple liner Regression Analysis .....	63
4.4.1 Correlation Analysis.....	64
4.4.2 Coefficients of the variables.....	66
4.4.3 ANOVA model fit .....	67
4.5 Result Discussions.....	68
CHAPTER FIVE .....	71
SUMMARY, CONCLUSION AND RECOMMENDATION.....	71
5.1 Summary of Major Findings .....	71
5.2 CONCLUSION .....	72
5.2.1 Altruism and service quality.....	73
5.2.2. Conscientiousness and service quality .....	74

5.2.3 Sportsmanship and service quality .....	74
5.2.4 Civic virtue and service quality .....	74
5.3 RECOMENDATION .....	75
REFERENCES .....	77
Annex I.....	1
Appendix II.....	6
Appendix III.....	7

## **Acknowledgements**

First and foremost my deep gratitude would be to God, I am grateful for what I am and for everything I have. Next I would like to express my gratitude to my advisor Mesfin lemma PhD for the useful comments, remarks and engagement through the learning process of this master thesis. Furthermore I would like to thank him for the patience, time as well for the support on the way. Also, I would like to thank my families, who have supported me throughout entire process, both by keeping me harmonious and helping me putting pieces together. I was grateful for your love. Mom thank you were so supportive even though you have no idea what I am doing. Dad I will never forget what you did in order for me to complete this journey.

I like to thank the participants in my survey, who have willingly shared their ideas and precious time during the process of data collection specially my friends,( group 6) all of you were really supportive I really appreciate and love you all.



## Acronyms

CEO: chief Executive officer

ET: Ethiopian airlines

LMX: leader-member exchange

MRO: maintenance, repair and overhaul aircraft maintenance

OCB: organizational citizenship behavior

OCB-I: organizational citizenship behavior towards employee

OCB-O: organizational citizenship behavior towards the organization

SQ: service quality

TMX: team-member exchange

OJT; on job training

SPSS; statistical packaging for social sciences

## List of Tables

LIST	PAGE
Table 3.1 reliability .....	50
Table 3.2 specific reliability .....	51
Table 4.1: Response Rate of The study.....	55
Table 4.2: gender of respondents' rate .....	56
Table 4.3: age of respondents' .....	57
Table 4.4 passengers travel experience .....	58
Table 4.5 mean of concessniess .....	59
Table 4.6 mean of altirisum.....	59
Table 4.7 mean of sportmanship .....	60
Table 4.8: mean of civic vertue.....	61
Table 4.8: mean of service quality .....	62
Table 4.9 multucolinariry test using VIF and tolerance .....	63
Table 4.10 R square and Durbin-Watson of the study .....	63
Table 4.11 correlation of the variables.....	69
Table 4.12 coefficient of the variables .....	70
Table 4.13 ANOVA .....	71

## List of Figures

LIST	PAGE
Figure 2.1 Conceptual frame works .....	42
Figure 4.1 linearity graph .....	65
Figure 4.2 homoscedasticity graph .....	66
Figure 4.2 normality graph.....	67

## **Abstract**

*The purpose of this research is to analyze the effect of Organizational Citizenship Behavior towards the Service Quality performances in Ethiopian airlines. The populations of this research are passengers specially the frequent travelers, employees and supervisors of Ethiopian airlines. Objective of the study were to examine the OCB variables effect on the service quality of the organization in detailed. A thorough review of literature of the two concepts of Organizational Citizenship Behavior and Service Quality were conducted with a view to get a good insight of contributions of authorities on the two variables. Both exploratory and descriptive research approaches were used during the study. Questionnaires and interviews were used to gather information. Sample sizes of 277 passengers (frequent travelers) were used during the study and 12 employees were interviewed. Non-probability sampling was used for both employee and passengers. The research findings revealed that the Service Quality performances for passengers, which are delivered by the customer service agents, are good. The research findings exposed that there is high effect of organizational citizenship behavior on the service quality. The effect can be positively as well as negatively which means there is OCB among the employees' means there is high customer service which leads to high services quality. The reverse has negative effect also there is low OCB within the employees within each other as well as towards the passengers means there is low customer service which leads to low quality service.*

*Key words: organizational citizenship behavior, altruism, civic virtue, courtesy, sportsmanship, conscientiousness, service quality.*

## Statement of Certification

This is to certify that EKRAM ABDU MOHAMMED has carried out her research work on the topic entitled, the effect of organizational citizenship behavior on the service quality of Ethiopian airlines. The work is original in nature and is suitable for submission for the award of Masters.

Degree in Business Administration



Advisor: PhD MESFIN LEMMA

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the study

The Airline Industry is a sector which has been experiencing a period of unprecedented change in the last decades. Globalizations, privatization of former publicly owned airlines, the emergence of low-cost carriers, are only but a few developments that have forced airlines to restructure and adapt in order to survive in this highly competitive environment (International Labor Organization, 2001). In order to remain competitive, airlines have realized the growing importance of offering high quality service and that highly skilled and motivated staff going “the extra mile” is a key parameter that can make a difference and be a decisive factor in this regard. Ethiopian airline is also one of an airline that is growing so fast within the past few decades. Also the company is working so much on the service quality and has changed remarkably it still needs to highly work on customer service quality because we cannot say there is 100% service quality in that company. (Customer relation department 2018 data)

The idea of Organizational Citizenship Behavior /OCB/ has generated a considerable scholar attention over the years. The concept was first introduced in the mid1980s by Dennis Organ and theory on in this area has expanded rapidly in the following years. According to Organ (1988), The definition of organizational citizenship behaviors (OCB) is "individual behavior that is discretionary, not directly or explicitly

recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization".

Organ also noted that defining OCB as behaviors that are not formally rewarded is equally too broad, as few "in-role" behaviors actually guarantee a formal reward. Nowadays, OCB performance has been becoming a very essential issue due to the current situation in the world. Organizations have to go with changing environment. The organizations should pay attention for every activity surrounding them. OCB is referred as set of discretionary workplace behaviors that exceed one's basic job requirements. Successful organizations have employees who go beyond their formal job responsibilities which means go extra miles and freely give of their time and energy to succeed at their assigned job. Such altruism is neither prescribed nor required yet it contributes to the smooth functioning of the organization and service quality. (Organ 2006; Borman, 2004; Mackenzie, Podsakoff, and Fetter 1991; Smith, 1983)

Nowadays, researchers have been giving much attention to Organizational Citizenship Behavior (OCB) and described its importance and contributions for effectiveness of service quality. It is known that to perform its activities effectively every member of the organization should perform his/her duties properly and efficiently. The employees are showing OCB, the organization can benefit from this the reverse is opposite the employee shows low OCB the organization getting the weakness by having low service quality. We can say that it could be hard for the organizations to survive unless there is good citizenship behavior or a kind of positive behavior employed by the organization. (Organ et al., 2006)

Organ (1988) gave emphasis on different scholars whom wants to know or understand the sources and nature of OCB. The main reason that he thought their understanding was only on its importance for wellbeing of the organizations. But he added that this behavior has been coming very essential and also helps to keep the organization more efficient.

Customer-contact employee attitude and behavior influence the consumer satisfaction and service quality (Parasuraman, 1987; Crosby & Stephens, 1987). However, it has been found that customer-contact personnel discretionary behaviors not formally prescribed by the organization do influence the quality of service delivered to the consumer (Morrison, 1996; Bienstock et al., 2003).

Service quality is an assessment of how well a delivered service conforms to the client expectations. service quality measures how well a service is delivered, compared to customer expectation business that meet or exceed expectation are consider to have high service quality the vice versa goes with low service quality. Evidence from empirical studies suggests that improved service quality increase profitability, loyalty and long term economic competitiveness. Improvement to service quality may achieve by improving operational processes; identify problem quickly and systematically; establishing valid and reliable service performance by making the work place favorable and comfortable for the employees lead them to give the best OCB within the customer service and other performance outcomes.

Successful companies add benefit which seems small thing to do but it gives high value to their offering for the passengers prepared by their employees that will not only satisfy the customer but also surprise and delight them. Delighting customer is matter of exceeding their expectations. But if the employees of the company are

inconvenient with their work place they give poor customer service which force to have poor quality, even give service less than the company offer for their customer this lead the customers to dissatisfaction and bad experience with that company push them to have bad image on the customer mind which is not good for the company reputation. Evidence have said that satisfied customer tell 9 people how happy they are dissatisfy customers tell 22 people about their bad experience. (www.customer thermometer)

## **1.2 Background of the organization**

Ethiopian airline is an international ground service provides a comprehensive range of ground handling service to international and regional passenger service as well as cargo service and other schedules. Ethiopian Airlines is one of the fastest growing airlines in Africa. Ethiopian airline provide quality service and aim to satisfy its customer at all times. It is fully owned by the state, the airline was founded in 1945 with a fleet of DC 3 airplanes. ET has code share agreements with 14 international airlines with special partnership agreement with the West African operator, ASKY Airlines. The airline has won various prestigious awards for its service including one from SKYTRAX for Best Airline Staff Service in Africa on June 18, 2013 in Paris. Ethiopian airline ground service covers all aspects of ground service necessary to handle arrival and departure processes with modern ground equipment and committed staff. Annually Ethiopian airlines serve more than 7 million passengers and 200ton of cargo at the Addis Ababa airport hub. Ethiopian flies to more than 99 destinations than any other carier in africa. Its mission and vission statement are offten provide a statement of the campany purpose goal and value. Ethiopian also has vision and mission which lead it to success and forcast its future with gudience called vision and mission 2025.



### 1.3 Statement of the problem

Ethiopian airline as we all known serves so many passengers from all over the world who do have different culture, language, behavior and life style. Passengers who are served are departing out form country, arriving from other country and commonly transit to other countries. Most of the people who are served in the company are new for the place and they all have questions plus confusion because they have never been to that place before thus they want an employee who serves them very patiently also looks for their problems as if it is his own. Most of the passengers' feels insecure if tiny mistake happens; they are so sensitive about everything because they have fear in their mind. This kind of service defiantly needs organizational citizen ship since the offer and the demand of the customer are not fixed all the time it is even different from one passenger to another. Ethiopian airlines have changed remarkably from the past few decades. Has a lot contribute for the development of the customer service like online training program, OJT program etc.

OCB is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks. Employees are the means by which the organization's goals are achieved; they drive a company's success or failure. Employees have the strongest effect on the organization's efficiency and service quality. Unless we inspire the employees to have an organizational citizenship behavior in the company it's difficult to say there is outstanding service quality in Ethiopian airlines. As the researcher mentioned above OCB is important for the effectiveness and service quality of the organization so if the research is not studied on this kind of topic the mangers and the supervisors could not give emphasis about the issue and could not have the knowledge and the importance of OCB in the organization.

For the airline which the service is the only product it should give more focus on the OCB in order to have service quality on the organization. Most of the passengers who travel the world have been notice stressing regarding the OCB even there is vital data from Ethiopian airline documented on the customer service complaining about the OCB (customer relation department 2018). Ethiopian Airlines has a customer relations section spear headed by a vice president and the section is involved in the periodic measurement of service quality and improving the level of customer satisfaction. Thousands of survey questionnaires are distributed on-board, in the lounges and waiting area regarding on the customers service, service quality, improvement as well as feedbacks are collected and analyzed every year. During the analysis of the collected data, is considered to have neutral, negative or even positive values under different service quality dimensions which include the organizational citizenship behavior of the employees. From personal observation view the researcher attends several debriefing and monthly meeting in the two and half year stay, most of the agenda focused on the employees to have more OCB. Those above listed situations lead the researcher to give focus and write about the topic.

Since OCB promotes efficient and effective functioning of the organizations most of the studies like **Godfrey 2007** , **Thomas 2012** **Pantja 2013** paid attention on positive consequences but it has the negative effect too if it is not applied by the employees within the organization. The researchers should highlight and give clarification about that too. There is slight research which can relate to the service quality of the organization. Over all the research on this topic are done in the academic and hospital area even though in my understanding it is vital for all service sectors. No local study as such has incorporated such variables in a single framework to analyze the effect of OCB on the service quality of the organization in Ethiopia airlines. Local studies conducted in related topic are insufficient and consider only the antecedent aspects of

the construct. Nonetheless we have some researches done in the foreign country and they have outstanding result about the topic. This will encourage researchers like me and other researchers to do more on OCB related to service quality on the other service sector and find out new knowledge and findings.

This research attempts to see the relationship between service qualities and emphasizes on the employees having or not having organizational citizenship behavior on their work has its own positive as well as negative effect on the service quality of the organization.

#### **1.4 Research questioning**

- Does organizational citizenship behavior have effect on the service quality of Ethiopian airlines?
  1. Does altruism has an effect on the service quality of Ethiopian airlines?
  2. Is there any significant result regarding sportsmanship on the service quality of Ethiopian airlines?
  3. Is there a situation where civic venture has an effect on the service quality of Ethiopian airlines?
  4. Does Conscientiousness have an effect on the service quality of Ethiopian airlines?

#### **1.5 Objective of the study**

##### **1.5.1 General objective**

The general aim of this research is to examine the effect of OCB on the service quality of Ethiopian airlines

##### **1.5.2 Specific objectives**

- To explore the effect of altruism on the service quality of Ethiopian airlines.

- To emphasize consequence of sportsmanship on service quality of the Ethiopian airlines.
- To elaborate situation where civic venture has an effect on the service quality of Ethiopian airlines.
- To explore Conscientiousness has an effect on the service quality of Ethiopian airlines.

### **1.6 Significance of the study**

Organizational citizenship behavior is important especially where service is the main product for the company it delivers. Organizational citizenship behavior can be extremely valuable to organizations and can contribute to performance and competitive advantage of service quality. This research is important for any businesses which want to create competence and organizational effectiveness on service quality. To improve OCB is lowest cost and best way for businesses to reach organizational effectiveness and service quality.

The research will review and identified the relevant and most important questions raised on the “basic research question” section which will help the airline with its currently facing challenges competing with powerful and dominant airlines like Emirates, Lufthansa, South Africa airways and others in the aviation industry.

An employee who is not engaged in OCB or disengaged with OCB will not able to help in achieving any of these, but if an organization is having engaged employees with OCB then the results to the organizations gain are favorable. One such favorable outcome is service quality, were the employees are always prepared to do something extra and go one step ahead than the given work. Thus this study explores the relationship between employees’ engagements on OCB leads to service quality of the organization. Thieves-versa also has high deficit on the organization service quality.

The findings will help the travel organizations to understand the value of OCB on the organization service quality and customer service so that it in courage the airline to develop strategizes on the human resource management accordingly. The Ethiopian airlines policy makers will gain more knowledge of the effects of Organizational Citizenship Behavior on Service Quality. Upon awareness of the extra- effort by employees, management may recognize and appreciate the staff. Members of staff will benefit from positive appraisals by management for their voluntary initiatives that improves service quality. Management may decide to reward staff members by considering certain positive actions which benefit members of staff. Being aware of what other members are doing in terms of OCB may act as a motivator to staff members who might engage in similar activities and improve their individual profiles in the process.

The study will help enabling Ethiopian Airlines to achieve its goals in meeting vision2025 and increases its service quality by understanding its internal strengths and external opportunities and identify its weakness on organizational citizen ship behavior on the service quality. It also identifies the knowledge gap and creates awareness on the organization and employees. It will also help the Airline to fill the gap and create a convenient environment between the organization and employees need in order to have satisfied and motivated employees which in turn results on high performance on service quality. Last but not list it will encourage other researchers for further investigation.

### **1.7 Scope of the study**

The study will emphasize the effect of organizational citizenship behavior on service quality at Ethiopian airlines. Because of the below limitation mentioned the study focus on the head office or at the hub Addis Ababa station of Ethiopian airlines.

Specifically focus on the employees working on customer service department because most of the time they are the one that face the customer face to face and deliver the service. The concepts covered under this study are the effects of organizational citizenship behavior on the service quality of Ethiopian airlines generally and specifically it tries to see the effect of OCB variables on the service quality. The study attention on employees which are found in Addis Ababa hub regarding on the effect of OCB on service quality and the relation of service quality and OCB.

### **1.8 Limitation of the study**

Ethiopian Airlines provides different services to different customers. These services include passenger transport service, cargo transport service, training service, Maintenance Repair and Overhaul (MRO) services. This research is however limited to passenger transport services. This is because the topic mostly related with the passenger service and the main source of revenue for the airline plus its where fierce competition among the airlines world-wide exists.

Ethiopian Airlines is operating in more than three continents and employees of the organization are working in different parts of the world. Hence, it is difficult to conduct the research at this limited time on all area of coverage. Hence, the study will delimit on Addis Ababa hub. Since the majority employees are located at the Head office or the hub station it is assumed that it will represent the population of the research. Because of the vast geographical coverage that the Ethiopian airline address this paper cannot address all employees working all over the world. It takes financial efficiency and ability to travel long distance to address all so it is delaminated to be worked only on Addis Ababa.

### 1.9 Definition of the key terms

- **Sheba mile:** is Ethiopian's frequent flyer program whereby members accumulate miles which will entitle them to award tickets, upgrade, awards and many other privileges. The more miles the member flies the higher the benefits they get from Sheba miles. Membership to the program is open to everyone above the age of two years. In the current program structure there are four tier levels, blue, silver, gold and platinum the number of status miles or sectors flown annually determines the membership level. In this kind of method Ethiopian increase or hold their customer not to fly with other airline.
- **OCB:** organizational citizenship behavior is a personal voluntary commitment within an organization or company that is not part of his/her or perspectives that extend their behavior beyond the normal duties of their position contractual tasks.
- **Consciousness:** Employees carryout their tasks well beyond minimum levels.
- **Altruism:** Employees help one another in the execution of their duties although this will be outside their formal mandate.
- **Civic Virtue:** Employees responsibly participate in the political life of the organization.
- **Sportsmanship:** Employees do not always complain even where circumstances warrant, but have positive attitudes, just taking blows with easy.

### 1.10 Organization of the study

Chapter One This chapter of the papers deals with background of the study, statement of the problem, objective of the study, research questions, significance of the study, scope of the study, limitation of the study, definition of key terms and organization of the study. Chapter Two Based on the related literature written before, This literature review sought to find possible answers to the research objectives by exploring

literature by previous authors and scholars who have made their contributions on both Organizational Citizenship Behavior and Service Quality. This chapter reviews theoretical and empirical literature on the key variables of the study. Chapter Three this chapter discusses the design and the metrology of the research study. The metrology includes methods of data collection determining the target population sampling design and data analysis methods. Chapter Four this chapter presents the study's research findings. The data that was collected are presented, described, analyzed and also interpreted. Statistical data is presented in the form of tables, and pie charts. The chapter answer the question raised in chapter one which gave birth to the research project. In the end the research findings are summarized appropriately. Chapter five includes conclusions and Recommendations-comprises three sections, which include summary of findings, conclusions and recommendations.



## **CHAPTER TWO**

### **RELATED LITERATURE REVIEW**

#### **2.1 Origin of Organizational Citizenship Behavior**

As described above, the idea of OCB has generated a considerable scholar attention over the years. Different scholars has been defining and giving more explanation about it. The current research explains about OCB and service quality based on the literature written before.

The need for cooperation among members of the organizations was examined by Bernard (1938). Later Katz (1964) also emphasized the importance of working in group for effective functioning of the organization. And then in the mid-1980s the concept of Organizational Citizenship Behavior (OCB) introduced by Dennis Organ. At first, this idea was studied in the United States (US) (Organ, 1988; Smith 1983) and then its concept reached to other countries as it can be seen from different researches made on it. The year 1983 was a year that OCB was considered as a distinct variable and recommended an extensive study. This is because it is important for the organization wellbeing (Organ & Ryan, 1995).

Organizational citizenship behavior (OCB) has undergone subtle definitional revisions since the term was coined in the late 1980s, but the construct remains the same at its core (Organ & Ryan, 1995). OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary. OCB may not always be directly and formally recognized or rewarded by the company, through salary increments or promotions for example, though of course OCB may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals. In

this way it can facilitate future reward gain indirectly. Finally, and critically, OCB must ‘promote the effective functioning of the organization’ (Organ, 1988).

Currently, OCB is conceptualized as synonymous with the concept of contextual performance, defined as ‘performance that supports the social and psychological environment in which task performance takes place’ (Organ, 1997.). While this reflects the flexible nature of workers’ roles in the modern workplace, and acknowledges the fact that employees do get recognized and rewarded for engaging in OCB (Van Scotter, Motowidlo & Cross, 2000; Werner, 1994), the colloquial understanding of OCB as going ‘the extra mile’ or ‘above and beyond’ to help others at work is an idea that many are familiar with, and these ideas continue to be a popular way of conceptualizing OCB. Typical examples of OCB include offering to help a newcomer become familiar with his/her role and the office, a colleague who may be struggling with deadlines, or volunteering to change shifts. Importantly, OCB also encompasses organizational-related acts such as working overtime without expectation of remuneration, or volunteering to organize office-wide functions (Deww Zhang). Zhang (2011) those employees who ‘go the extra mile’ or ‘go above and beyond’ the minimum efforts required are very important for their company.

### **2.1.1 Organizational Citizenship Behavior and its Dimensions**

A definition and brief explanation about OCB was given by Organ (1988), and (Organ 2006). “It is an individual behavior that is discretionary and not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization”. We will get three key points that they thought very important in the definition of OCB. Firstly, they took the discretionary nature of OCB and described it as a behavior which is done beyond the normal job

activities and this is done by employees of their personal interest. They continue defining what discretionary mean, “the specific behavior in a specific context is not an absolute requirement of the job description (that is the literal or clearly specifiable terms of the person’s employment contract with the organization)” (Organ , 2006). The behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable. The second important term in their definition of OCB is that about the reward system, that is, OCB reward is not direct or formal. An employee who works beyond the contractual obligation may also nominated for extra payment for his contribution to the organization. Finally, the positive contributions of OCB to overall organizational effectiveness were also mentioned. For an efficient operation, to have a good financial performance and to satisfy customer, all employees in the organization should employ OCB this defiantly leads to service quality of the organization. This is because individual’s works or only some employee’s work cannot bring alone the organizational effectiveness (Organ 2006).

Borman (2004) also described the characteristics of OCB that are above the normal in role activities and thus supports the organization for the service quality and effective work performance for its vision 2025. The following are some of the examples that he describes such kinds of behaviors. These are activities that are done voluntarily because they are not part of their job description such as the willingness to show an extra effort to successfully accomplish the tasks, cooperating or helping each other on their tasks, obeying to the rules and procedures even though the rules are inconvenient and do other activities which are supporting to the organizational objectives. According to (Dyne et al., 1994) all positive behavior and extra-role activities which are important to the organization for the quality of service function can be expressed as OCB.

The definition of Organ (1988) supported by Cohen & Kol (2004) and Ariani (2012). And they emphasized that the citizenship behavior should be voluntary and should be beneficial to the organization. As previous researchers described Ariani, (2012) also mentioned about the nature of OCB that are not formally required in the work place, not stated explicitly in the formal work procedures and in salary scale system of the organization.

Zhang (2011) described OCB in his white paper as “a term that have anything positive and productive activities that are done by an employees in one organization and this is done with their own preference to helps co-workers to achieve their organizational objective”. We can say that these are the employees who go beyond the minimum job requirements or go an extra mile to perform service quality for the organization. According to Zhang (2011) employees who are willing to cooperate with their colleagues and supervisors, who work at their job without complains, and those who are willing to make the work easier or do their job smoothly are said to be employ of OCB.

Studies by Organ et al (1988) saw the development of five distinct dimensions of Organizational Citizenship Behavior being developed. Organ (1999) defined the organizational citizenship behavior as the employee behavior in which the purpose is to increase the efficiency of company performances by accomodating the purpose of individual employee productivity and he identify five dimension based on OCB that the researchers identified the following variables namely Altruism, Conscientiousness, Civic virtue, Courtesy and Sportsmanship (Taylor 2013). Conscientiousness is described as “dedication to the job, which exceeds formal requirements”. Cited examples are working long hours and volunteering to do jobs besides duties (Swaminathan & Jawahar 2013). Altruism is given as a situation where employees, assist colleagues with a particular problem to complete his/her task under

unusual circumstances at the workplace (Organ et, al 2010). Civic Virtue refers to members of staff participating in organizational political life of the organization. Sportsmanship is best described by Swaminathan & Jawahar (2013) who defined it as “the behavior of warmly tolerating irritations that are an unavoidable part of nearly every organizational setting”.

These authors Swaminathan & Jawahar (2013) also narrow the five dimensions by bundling together Altruism, Conscientiousness, and Civic Virtue labeling those (Helping behaviors) while Sportsmanship and Courtesy made up (sportsmanship behaviors). This research used the four dimensions in examining their relationship with perceived service quality levels.

#### **A. Altruism**

Altruism is the attitude of caring about others and doing acts that help them although you do not get anything by doing that acts. The behavior that aims to help the workmates to solve their problems within difficult situation faced both in terms of job responsibility cases and individual personal cases. Its ethical doctrine that claims individuals are morally obliged to benefit others. This dimension refers to kind of helping behavior that exceeding his / her responsibility as workmate. Kelly & Hoffman (2010) describe altruism as “volunteering to help colleagues in the performance of their tasks”. Sommer and Kulkarni (2011) add that altruism includes helping internal (e.g. co-workers) and external (e.g. customers or passengers) stakeholders with organizationally relevant tasks. Ehtiyar et al (2010) define altruism as helping partners at work without demanding anything from them to achieve the objectives of organization while at the same time enhancing the service quality. Passengers’ needs are so numerous that an agent some times by himself cannot handle it so agents have to help each other to fulfill the customer satisfaction.

## **B. Conscientiousness**

Conscientiousness implies a desire to do task well and take obligation to others seriously. Its behavior that aims to deliver performances that could over the company target or expectation. This dimension refers to kind of behavior that exceeding his / her main job descriptions as the employee. Castro et al (2009) define conscientiousness as “behavior that goes beyond the requirements established by the organization in the workplace.” This is supported by Swaminathan & Jawahar (2013) who describe conscientiousness as “dedication to the job, which exceed formal requirements”. Loetal (2009) concludes that the behavior indicates that a particular individual is organized, accountable and hardworking. Examples such as, working before or after normal hours and volunteering to perform other tasks without expecting payment have been cited Ghosh et al (2012).

Agents most of the time when the flight is delayed spend more than their working hours assisting the passengers this bid to ensure organizational success and effectiveness. Some employees especially those deployed in critical areas often attend to work requirements even when they are on official leave. This behavior as observed by Organ (2010) is not an enforceable requirement of the role or job description such that omitting to do so is generally not understood as punishable. In many cases it becomes practically difficult to complete tasks within the specified working hours resulting in employees especially in service organizations either starting early or leaving late.

## **C. Sportsmanship**

Sportsmanship defines as ethical, appropriate, polite and fair behavior while participating in the company. The behavior that aims to tolerate the non-ideal situation within the organization without giving any complains or rejections. The high level of this dimension will increase the positive working atmosphere among employees and will create conducive working environment. Swaminathan and Jawahar

(2013) define sportsmanship as “the behavior of warmly tolerating irritations that are an unavoidable part of nearly every organizational setting”. This is in support of Organ (2010) who defined sportsmanship as “the employees’ goodwill in tolerating less than ideal circumstances, without complaining and making a federal case out of small potatoes”. Ehtiyar (2010) describe sportsmanship as tolerating any negative thing such as impositions. Perhaps Sommer & Kulkarni (2011) gave a clear description of sportsmanship when the authors noted that “it is defined by the absence of destructive behavior, including petty grievances for real or imagined slights”. Podsakoff (2009) described sportsmanship as behavior that encourages minimization of conflicts at the workplace.

#### **D. Civic Virtue**

The behavior that aims to express the good working attitudes such as taking the initiative in contributing the development of the working system or procedures, adapting with the changing within organization, preserving the company assets, etc. This dimension refers to the authority assigned to someone to increase the quality of his / her job division performances. Civic virtue is characterized by behaviors that indicate an employee’s deep concerns and active interest in the life of the organization (Law, Wong, & Chen, 2005). In general, this OCB dimension represents a macro-level interest in the organization as evidenced by positive involvement in the concerns of the organization. Civic virtue represents an employee’s feeling of being part of the organizational whole in the same way a citizen feels a part of his or her country.

An employee displaying civic virtue behaviors embraces the responsibilities of being a ‘citizen’ of the organization (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Employees exhibiting civic virtue behaviors are responsible members of the

organization who actively engage in constructive involvement in the policies and governance of the organization (Organ, Podsakoff, & MacKenzie, 2006). Protecting the organization is defined by George and Jones as “voluntary acts organizational members engage in to protect or save life and property ranging from reporting hazards, securely locking doors, and reporting suspicious or dangerous activities, to taking the initiative to halt a production process when there is the potential for human injury” (George & Jones, 1997). This is especially appropriate for the company like the air line where safety is the first priority.

Based on Stamper and Dyne (2004), OCB is the intangible employee behavior, indirectly, and implicitly known by the reward system that in aggregate will influence the effectivity of some managerial functions within the organization. The focus of this topic is to investigate the effect of OCB on the service quality of the organization. Bateman & Organ (1983) expressed OCB as behavior used to “lubricate the social machinery of the organization”. If the organization wants to have service quality, one of the important things that they thought is that participants or members of the organization should have a willing to perform further than their expected job performance.

This study, however, sought to establish the extent to which employees’ voluntary job activities have impacted on the clients’ perception of service quality in Ethiopian airlines an area which has not been fully explored. So, as we can see from its definition, OCB is becoming very important for the organizations’ overall activities and therefore might be the reason for many researchers to have extensive interest in writing about it.



### 2.1.2 The benefits of OCB

OCB has been shown to have a positive impact on employee performance and wellbeing which turn out to be noticeable flow-on service quality of the organization. Enhance productivity by (helping new co-workers; helping colleagues meet deadlines), free up resources (autonomous, cooperative employees give managers more time to clear their work; helpful behavior facilitates cohesiveness (as part of group maintenance behavior), attract and retain good employees (through creating and maintaining a friendly, supportive working environment and a sense of belonging), create social capital (better communication and stronger networks facilitate accurate information transfer and improve efficiency) these all has significant advantage to the customer, organization even for the employee them self which leads to improve service quality remarkably. workers who engage in OCB tend to receive better performance ratings by their managers (Podsakoff et al., 2009). This could be because employees who engage in OCB are simply liked more and perceived more favorably (this has become known as the ‘halo effect’), or it may be due to more work-related reasons such as the manager’s belief that OCB plays a significant role in the organization’s overall success, or perception of OCB as a form of employee commitment due to its voluntary nature (Organ et al., 2006).

Regardless of the reason, the other effect is that a better performance rating is linked to gaining rewards (Podsakoff et al., 2009) – such as pay increments, bonuses, promotions or work-related benefits. OCB is linked to lower rates of employee turnover and absenteeism, but on the organizational level increased productivity, efficiency, quality and customer satisfaction, as well as reduced costs, have also been observed (Podsakoff et al, 2009). One study on OCB in grocery stores/supermarkets reports that “OCB explained approximately 20% of the variance in store profitability”

(Ehrhart, 2004) Why does OCB seem to have such compelling effects on the individual and the success of an organization? Organ et al. (2006) has offered the following suggestions. OCB can increase Performance ratings and receive greater rewards, and benefit from OCB when the company is downsizing e.g. during an economic recession, these employees will have a lower chance of being made redundant (Organ et al, 2006).

Nowadays, OCB performance has been becoming a very important issue due to the current situation in the world. Organizations have to go with changing environment (Organ et al., 2006). The organizations should pay attention for every activity surrounding them. For example for technologies, markets, cultures, sources of supplies etc. The contribution of an employee to each activity is also one of the factors for continuing effective organizational activities. It can be in the form of offering good suggestions, while implementing new strategies or showing discretionary behaviors. Borman (2004) described the following as existing situations that will have a great impact for the occurrence of citizenship performance. These are the global competition, the use of team work, continuous initiative, downsizing, and giving more attention on the quality of customer service. The citizenship performance then became one of the important factors to enhance the service quality of the organization.

Most researchers believed that OCB is related with the successfulness of the organization that means the more OCB applied by an employee, the more the organization becomes successful. Borman (2004) lists the use of OCB that will increase the service quality of coworker or supervisor. Such as helping in coordinating activities, enhancing organizational performance to be stable, and also help to retain and attract the employee in the organization. He added that the organization can improve its profitability and reduce its costs by lowering the

absenteeism and turnover rates through OCB. In the meantime, the employee performance and wellbeing increases, because team work or creating social environment in an organization will lead them to become more productive. The overall organizational service quality is much more related to the employee's behavior in the organization. According to Zhang (2011) such organizational behavior will contribute to employee performance in achieving the overall goal.

Maintaining scarce resources and use them in a productive way could be found by encouraging the employees to exhibit OCB. To achieve the organizational goals both employee and manager work freely with their time and full energy. Managers should spend their time in a proper way for achieving such organizational goals. These can be managed by doing the activities like setting plan, scheduling, solving problems whenever they arise and conducting different reviews that will benefit the organization.

Some of the benefits that were described by Ryan (2002) are enhancing the employee's and management's efficiency, helping the organizations in using the organizational resources in more productive ways, assisting to use scarce resources. Moreover he mentioned encouraging team work or creating coordinated activities among working groups, enhancing the ability to retain and attract efficient employees in an organization will help to improve the service quality of the organizational.

The following are also the benefits that OCB can bring as suggested by (Organ et al., 2006). These are, first it will increase the productivity of an organization by giving required help for the new co- worker and colleague. Secondly, by becoming capable and doing activities independently, employee could give much time for their manager to accomplish his or her own work. Thirdly, by having a friendly and supporting working environment, OCB can retain and attract good employees. Lastly, it has also

a power to create social capital. This means that OCB will create good communication among working groups and helps to communicate information accurately which helps to do the work efficiently leads to have service quality in the organization. Therefore, it is good if the customer service managers to understand the benefit of OCB and provide the necessary conditions that will help their subordinates to exhibit OCB.

Why OCB is important and how it affects the organizational performance and employees working behavior was investigated by (Podsakoff et al., 2000). About eight reasons were mentioned that they think it might have an effect on the work group and organizational performance. These are managerial productivity, co-workers' productivity, free resources up for more productive purposes, proper resource utilization, coordination among work groups, attracting and retaining the best people, stability in organizational performance and adaptation to environmental changes. On the other hand its important behaviors were described by (Katz, 1964) that help for the well-functioning and survival of an organization.

In general we can say that it could be hard for the organizations to survive unless good citizenship behavior or a kind of positive behavior employed by the members of the organization. This behavior has becoming very essential and also helps to keep the organization more efficient and effective to deliver quality service. Due to the various benefits describe above OCB provide for the organizations, it is found very important to investigate the effect of OCB on the service quality to encourage OCB in the workplaces.

## 2.2 Concept of Service quality

As economies advance, a growing proportion of their activities are focused on the production of services. The US economy today for instance consists of 70:30 ratios for the services: goods. Service in this context includes, airlines, hotels, maintenance and repair services as well as professional tasks like- accounting, legal, and medical services (Kotler & Keller, 2012). In the past two decades interest in SQ has strengthened as research has shown how improvements in quality can lead to improved organizational performance and competitiveness (SeyedJavadein et al., 2008; Leal and Pereira, 2003; Douglas and Connor, 2003). All organizations, particularly the service organizations must try to improve their SQ rapidly, because quality as the most fundamental factor brings excellent and stable competitive advantage to an organization (Bahia and Nantel, 2000). Accordingly, marketing strategy for service industries must focus on SQ (Zeithaml et al., 1996). The area of service quality is well-researched. Service quality assessments are not one-dimensional (Choi, Cho, Lee, & Choi, 2004). Service quality is defined as how well the service meets or exceeds the customers' expectations on a consistent basis (Parasuraman, Zeithaml, & Berry, 1985). According to Bitner and Hubbert (1994), service quality is "the consumer's overall impression of the relative inferiority/superiority of the organization and its services".

Coetzee et al (2013) provides the most simplified description of service quality when the authors notes that, service quality is a comparison of expectations and performance. When customers have certain expectations on performance of a service and go on to receive the service they make certain judgments based on the perceptions they would have made about the service delivery. Payne (1993:6) and Kotler (2000) argued that service is the activity which has intangible element and involving the interaction between the service provider and consumer or consumer's

property where there is no transfer of ownership. The nature of the service is inconsistent and the production of services could and could not relate directly to physical product.

The customer satisfaction is the key main consideration in creating excellent services. This supported by Djati (2005) argued that there is a tendency of service provider to adjust its service into what customer wants. In addition, the service quality cannot be separated from the quality of service provider. The employee is the important element in the process of service delivery.

According to Liljander and Strandvick (1994), the customer satisfaction is the result from the personal customer experiences during the service delivery processes. The customer evaluates the service values that they got from their service consumption experience. In addition, the customer satisfaction is also the result from the product quality that can meet the customer expectation. Unfortunately, this concept is rarely found in service area studies (Webster, 1991).

The unique characteristics of services namely intangibility, heterogeneity and inseparability of production and consumption make service quality an abstract which is elusive. Jayasundara, et al (2010) defines service quality as a function of the gap between customers' expectation of a service and their perception of the performance of actual service delivery by an organization. The definition implies that when customers enter into contracts with service providers, they already will be holding certain expectations regarding the standard, nature and quality of service to be delivered. Expectations can be explained as beliefs about service delivery (Zeithaml et, at 2006:). The view is supported by Govender & Naidu (2011) who observe that

quality is viewed as the degree to which the service, the process, and the service organization can satisfy the customer's expectations.

Dhurup, & Mohamane, (2010) also explain further the concept of expectations and noted that "expectations are a result of promises and assurances an organization would have made". When an organization promises a certain level of service output it simply has to achieve it. Organizations must ensure that the expectations they create among clients regarding levels of service quality are indeed attainable (Coetzee et al 2013). From what the authors quoted above have said, it is clear that service quality is indeed a function of the gap between expectations and perceptions of the actual performance of service. However, in order to be able to measure the gap between expectation and perception, there have to be certain measurable variables.

From the viewpoint of business administration, service quality is an achievement in customer service. It reflects at each service encounter. Customers form service expectations from past experiences, word of mouth and marketing communications. In general, customers compare perceived service with expected service, and which if the former falls short of the latter the customers are disappointed.

Kotler (2000) stated the similarities among the excellent service provider as follow:

**1. The Strategic Concept**

The service providers have the understanding about what the customer needs and wants. Therefore, they establish special marketing strategy to satisfy the customer and to gain the customer loyalty.

**2. The Commitment of Top Management**

The focus is not only on the monthly financial result but also on the service encounters

that reflect the commitment to delivering excellent services.

### **3. The Establishment of Operating Procedures**

There are some standards established by the management in term of delivering the excellent services to the customers.

### **4. Monitoring System for Market Performances**

Monitor our own service performances and the competitors' service performances periodically by using some measurement methods such as mysterious shopping, customer survey, independent service audit team, etc.

### **5. Complain Handling System**

Establish the efficient and effective system to handle the internal complains from the employees and the external complains from the customers.

The measurement of subjective aspects of customer service depends on the conformity of the expected benefit with the perceived result. This in turns depends upon the customer's expectation in terms of service, they might receive and the service provider's ability and talent to present this expected service. Successful companies add benefits to their offering that not only satisfy the customers but also surprise and delight them. Delighting customers is a matter of exceeding their expectations. Pre-defined objective criteria may be unattainable in practice, in which case, the best possible achievable result becomes the ideal. The objective ideal may still be poor, in subjective terms. Service quality can be related to service potential (for example, worker's qualifications); service process (for example, the quickness of service) and service result (customer satisfaction).

Shostack (1997) argued that the employee is often perceived as the service itself, therefore it is not surprisingly that many service experts stated that the employee is the backbone of the service company. In customer view, the employee has become the general reflection of the company service performances as the whole. So we can



generalize specially for service oriented company the employees are the one that drive the organizational success or failure.

Many studies related to service quality showed that in order to create maximal service performances, it is needed to combine the intangible and the tangible elements. According to Zeithaml, (cited in Gaspersz, 1997) there are some attributes in service quality as follow:

1. Responsiveness

This attribute refers to the quick response of the employee towards the customer requests. It also relates to the responsibility and the motivation within the employee to deliver excellent service performances and to help the customer in term of service consumption.

2. Tangibles

This attribute refers to tangible element that facilitates the service delivery such as the equipment, uniform, and other physical facilities.

3. Assurance

This attribute refers to the assurance degree of the service provider in delivering the service that can convince the customers.

4. Reliability

This attribute refers to the capability of service provider in delivering the service to the customers based on the service promises.

5. Empathy

This attribute refers to the close relationship between the employee and the customer in terms of the attention and the empathy.

### **2.2.1 Benefit of service quality**

Quality of service is what separates you from your competition. The goal of top-quality service is total customer satisfaction. When your customers are happy they will tell others about you and when they are not happy they will also tell others about you. This is why positive word-of-mouth advertising is super important to any business. Every customer you in contact with is important so ever one in your organization from the receptionist to the CEO must be committed to customer satisfaction and must also understand his or her role. Ultimately the owner and manager determine the level of quality. Whether it is done purposely or not they actually lead though example. Data shows that some companies spend up to 40% of their time making mistake people will forgive mistake if they are immediately corrected by people who cares. Quality service doesn't just happen it requires planning. Make it easy for customer to provide feedback on the level of service quality your company provides. Consideration should be given to providing customer response cards after service is complete in other word follow up. The benefit of service quality include grater customer loyalty, more referrals, high profit margins without losing customers etc. in the end it is not how you did it's what the customers think that counts. It's easy to see how total customers satisfaction can be the key to increase profitability. To grow and prosper top quality service isn't an option its requirement.

### **2.2.2 Customers' perception of service quality**

The fact that perceived quality of service is becoming most important aspect in business competitions, caused the current era of business to be called "quality era". Quality is multi-dimensional entity. Quality of a service or a product is conformity level of that with the defined standards. In another word, quality means satisfying consumer need. Quality of services is one of most significant construct which is created to explain next behavioral desire of customers. It is said that providing quality

services is one of the major strategies for the companies to survive (Kim, 2006). In providing services, employees' behavioral performance is the vital part for quality of services customers receive. From marketing point of view, employees' interaction with customers is too important. Paulin (2000) emphasized relationship of a customer with company for long term revenue. Also regarding services; customers appraisal from quality of services to high extend is depending on particular skills, techniques and employees experiences interfacing with customers (Organ and Ryan, 1995).

Service quality (SQ), in its contemporary conceptualization, is a comparison of perceived expectations (E) of a service with perceived performance (P), giving rise to the equation  $SQ=P-E$ . This conceptualization of service quality has its origins in the expectancy-disconfirmation paradigm. A business with high service quality will meet or exceed customer expectations whilst remaining economically competitive.

### **2.3 Service-oriented organizational citizenship behavior**

Among the various types of organizational behavior, the one that employees can use most flexibly is citizenship behavior (Organ,1988; Podsakoff & MacKenzie, 1994). Citizenship behavior is an employee's voluntary decision to exceed the requirements of his or her work role. Exceeding work requirements benefits the employee's organization (Brief & Motowidlo, 1986; Organ, 1988). Organ (1988) argues that the design of organizational systems is never perfect. If an organization relies solely on the in-role behavior of its employees, it will be difficult to achieve organizational goals. Accordingly, an organization must rely on certain citizenship behavior by employees who voluntarily demonstrate organizational behavior to make up for the drawbacks of the role to achieve organizational objectives. Thus, Organ (1988) defined organizational citizenship behavior as various types of behavior that have not

been directly recognized by an organization's formal reward system but which benefit an organization's operational performance.

Organ divided organizational citizenship behavior into altruism, courtesy, sportsmanship, conscientiousness, and civil virtuousness; a division that has been widely used in the recent literature (Ma & Qu, 2011). However, with the boom in the service industry, some scholars believe it is necessary to develop the concept of customer- and service-oriented organizational citizenship behavior for employees who serve customers (Podsakoff & MacKenzie, 1997). Thus, Van Dyne et al. (1994) developed three dimensions of service oriented organizational citizenship behavior for employees serving customers: loyalty, service delivery, and participation. Loyalty means that employees actively promote an organization's products, services, and image to customers. Additionally, the perceptions of service industry employees can directly affect the perceptions of customers. Several studies on service quality have noted the importance of service industry employees displaying reliable, responsive, and polite behavior therefore; those reflect the second dimension service delivery.

Finally, service industry employees play the role of Communication Bridge between the external environment and internal operations. Service industry employees not only report customer demands but also provide suggestions for improving service. Thus, participation means the voluntary provision of suggestions for service improvement to satisfy the changing needs of customers (Bettencourt, Gwinner, & Meuter, 2001). Many studies have adopted the three service-oriented organizational citizenship behavior dimensions that Van Dyne et al. (1994) developed to measure the behavior of service industry employees.

## 2.4 Organizational Citizenship Behavior and Service Quality

In service providing companies, employees' behavior toward customers can influence latent relation of customer with the organization. Also in providing services which require high interaction to customers, customers are seen as part of employees and by applying their knowledge and skills, they are participated in process of providing services (Graham, 1994). In service providing companies, employees' behavioral performance who provides services, composes major part of perceived quality of service by customers. In this regard importance of social fields like trust and commitment is not deniable (Bienstock and et al, 2003), and it is obvious that OCB can impact customer's perception of services quality (Ackfeldt and Coot, 2005).

In service firms, the employees who make direct contact with the customer represent the organization and produce the service (Zeithaml&Bitner, 1996). Customer-contact employee attitude and behavior influence the consumer satisfaction and service quality (Parasuraman, 1987; Crosby & Stephens, 1987). However, it has been found that customer-contact personnel discretionary behaviors not formally prescribed by the organization do influence the quality of service delivered to the consumer (Morrison, 1996; Bienstock et al., 2003).According to Turnipseed and Rassuli (2005), OCB elements which enhance performance include: elements which add social capital, helping or altruistic elements, elements resulting with time savings or problem solving, and other elements which provide socio-emotional support by boosting morale or developing a nurturing culture .The personal interaction between the customers and the contact employee is the heart of most service experiences. More specifically, contact service employees are considered as the service, in many cases there is nothing else than the Contact employee seen as the organization through the customer's eyes i.e. they personify the firm (Roman & Ruiz 2005). Coetzee et al (2011) suggest that OCB creates cohesion, allows employees to stretch and

encourages inclusion. It is clear that OCB facilitates service quality through improved service climate.

Some reasons for relationship of employees' OCB and customers' perceived quality of services can be mentioned:

First, from internal marketing philosophy perspective, Implementation of an effective external marketing which leads to better perception of quality of services, customer satisfaction and finally growth and profitability of organization requires an effective internal marketing among employees. Presence of OCB makes internal marketing in the organization. Internal marketing is ongoing process that occurs strictly within a company or organization whereby the functional process is to aligns, motivation and empowers employees at all management levels to consistently deliver a satisfying customer experience.

Second, it is based on socialization theory. Socialization studies suggest that assisting behaviors happens along with socialization process. The process can be extended to social interaction among customer and employee. Generally in organizations which there are a lot of customers' interaction, customers are part of employees in creating services (Castro and et al, 2004).

The third reason is impact of employees' OCB on quality of services which is expected to be result of socialization process. Social studies showed that assisting behaviors is a kind of behaviors which most probably facilitate other helpful behaviors, and it is driven from acquiring personal values which is achieved through socialization (Paulin and et al, 2004).

### **2.4.1 Altruism and service quality**

The lifeblood of a service organization is its employees particularly front-line, customer-contact employees (Beinstock et al 2011). The authors argue that, unlike tangible products, services are produced and consumed at the same time, essentially making those employees the service producers. This is supported by Paulin et al (2010) who concluded that, “customers’ evaluation of service judgment ultimately depends on the competence, attitudes, skills, and expertise of customer- contact employees”. Airline industries are service organizations which rely to a great extent on its employees for the delivery of superior service. According to Taylor (2013) it is very important that service companies encourage discretionary behaviors since they increase contact among employees and also contact between employees and customers. According to Kelly & Hoffman (2010) the voluntary behaviors where employees provide assistance to a colleague with a particular problem to complete a task result in the quickening of processes which then lead quicker completion of tasks which delights the clients leading to better perceptions of service quality. Paulin, et al (2010) confirms that the attitudes of service employees will always have a major bearing on customers’ perception of service quality. Castro et al (2009) suggest that by helping each other the employees can build a good image of their organization such as filling the gap in the slot of an absent colleague, proceeding to do work related supervision on behalf of a colleague or, responding to emergence calls on behalf of a colleague.

### **2.4.2 Conscientiousness and service quality**

Organ, et al (2009) noted that the positive contribution of OCB to organizational performance is widely accepted by literature (Podsakoff and Mackenzie 1994, 1997, Podsakoff 2000). However, understanding the importance of this contribution to

customer perception of service quality can be extremely valuable for service management. Service quality has been described as comparison of expectations and performance (Paulin et al 2010). Several researchers are in agreement that the most fundamental driver of an excellent and stable competitive advantage in a service industry is service quality (Zeithaml et al 1996, Lea and Pereira 2003). It is important, therefore to measure the extent to which the actions of volunteering for extra work by service employees would enhance the consumers' perception of service quality.

The period pick season while there are lot of customers and when the flight is delayed the agents work more hour or extend their duration of time in the work place. The administrative work that includes preparation of venues and lining up all the invigilating staff can also require more than the stipulated job hours resulting in employees volunteering to extend the working hours, in many cases these hours are not be paid for. In the end when everything is done there is smoothness, efficiency and effectiveness so we can conclude that there is a high level of quality service at the institution.

### **2.4.3 Sportsmanship and service quality**

Two arguments have been advanced in support of a positive relationship between OCB and the customer's perception of service quality: The first one being that OCB can have an immediate effect derived from employee- customer interaction while the second one is that more positive effects can take place through internal factors of the organization such as working environment, service climate, and service process consistency (Castro et al 2009).

In line with the two observation made above it is important to examine how sportsmanship can positively influence stakeholders' perception of service quality.



Where service employees complain of challenges they encounter within their organizations too often especially in front of a customer there are high chances that the customer will have a negative perception of empathy.

Truter (2006) suggest that where employees do not blow things out of proportion and pursue the organization's objectives as a united entity even where challenges are present, there are higher chances for enhancing service quality. Taylor (2013) supports this view by noting that it is essential that employees behave appropriately in order to enhance service quality. However, Taylor (2013) argue that there is need to ensure that organizational justice is not sacrificed taking advantage of employees' sportsmanship behavior, as nothing can be taken for granted. Swaminathan & Jawahar (2013) establishes that sportsmanship enhances the morale at work group and thus reduces the irritation rate. It is clear, therefore that where there is less irritation there is bound to be cooperation which enhances organizational fluidity that improve service quality. This study will examine whether Ethiopian airlines employees, voluntary activities could have helped in enhancing the perceived service quality by passengers resulting in it becoming the best airline choice of and market leader.

#### **2.4.4 Civic virtue and service quality**

Civic virtue is the way that good citizens should behave the appropriate role for a citizen in society. According to Shelley Burt, civic virtue is characterized by the "disposition to further public over private good in action and deliberation". Civic virtue, thus, is that part of virtue that makes one forgo one's own and other people's interest on behalf of his community. The emphasis is on public interest, the value of civic virtue is in the fact that it benefits or intends to benefit the wider community. Employees exhibiting civic virtue behaviors are responsible members of the organization who actively engage in constructive involvement in the policies and

governance of the organization (Organ, Podsakoff, & MacKenzie, 2006). Possessing civic virtue, it is important to note, does not mean completely giving up one's private good in order to pursue the public interest. Virtue is concerned with feeling the right feelings and doing the right action, in the right amount, towards the right persons and at the right time. This leads to have high service quality within the organization. Civic virtue is not only concerned with the right state of mind but also with right action. It is the virtue that makes us actively further the common good. Activities that further the common good can be activities of any kind that sustain or improve the community: obeying the law, voting, doing volunteer work, organizing neighborhood activities, becoming active in public or civil organizations.

## **2.5 Empirical Review**

Many studies have been carried out by researchers, addressing the positive impact of Organizational Citizenship Behaviour on different variables like job satisfaction, employee job motivation, work environment, leadership skill, organizational commitment and the likes. Although the study of citizenship behavior has increased remarkably in the past few years, little work has focused on the relationship with organizational identification.

In addition to advantages for companies research has shown that such systems are also beneficial for the employees themselves (Guest, 2006). There is evidence that workers who experience high performance work practices report higher job satisfaction (Guest, 2002), tend to be more often involved in a range of extra activities (De Cuyper, Isaksson, & de Witte, 2005) and are inclined to accept more responsibility (Guest, 2006). But it sure that we can see the quality of the service on

the organization if there is job satisfaction with in the employee to assist or if there is extra activities involve in the company.

Service quality increases profitability and long term economic competitiveness. Improvements to service quality may achieved by improving operational processes; identifying problems quickly and systematically; establishing valid and reliable service performance measures and measuring customer satisfaction and other performance outcomes.

Research into airline service quality has increased rapidly since its relationship with passenger satisfaction and profitability has been established (Heskett et al., 1994). Much of the literature suggests that airline passengers perceive service quality as a multi-dimensional construct, which is in accordance with the conception of service quality proposed by Parasuraman et al. (1988) To achieve a high level of customer satisfaction, most researchers suggest that a high level of service quality should be delivered by the service provider as service quality is normally considered an antecedent of customer satisfaction. As service quality improves, the probability of customer satisfaction increases (Clemes, 2008). This will lead to loyal and committed customers (Reichheld, 1996)(Cronin and Taylor 1992).

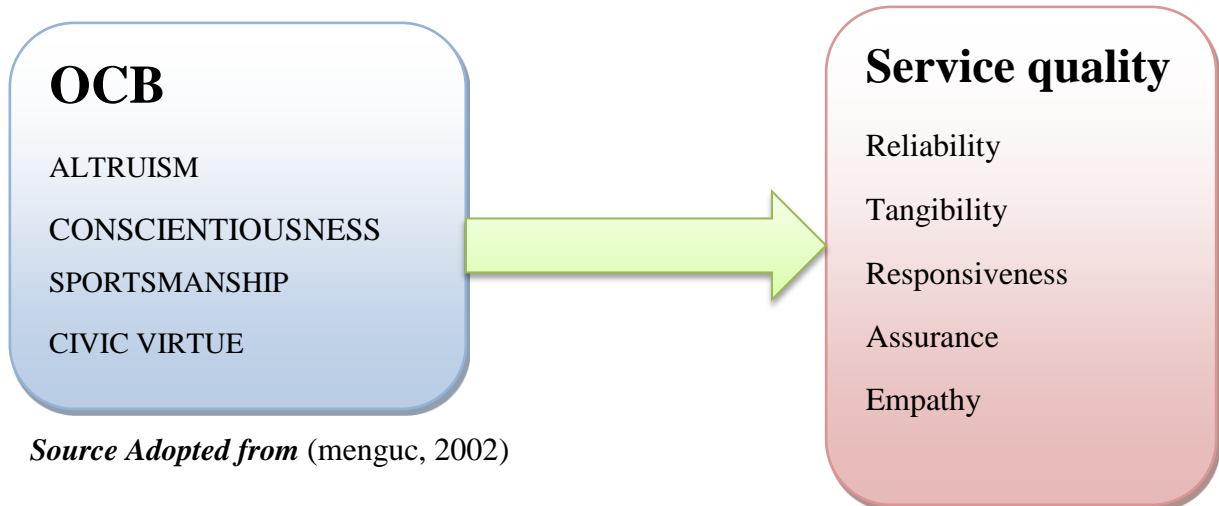
This research attempts to see the relationship between service quality and OCB and the effect of OCB on the service quality of the organization. The study cracks to look the independent variable for the OCB on dependent variable service quality. No research has been study on this topic in Ethiopia airlines.

## 2.6 Conceptual Framework

The conceptual framework indicates the crucial process, which is useful to show the direction of the study. In this study, organizational citizenship behavior was considered as independent variable. Quality of services was considered as dependent variables. Altruism, sportsmanship, consciousness, and civic virtue were latent variables and Service quality dependent variables were measured by Factor Analysis technique and as observed variables by questionnaire. Then, by Path Analysis technique (structural models) relationship of OCB and quality of services was analyzed. The figure below is the reflection of this description. Source adopted from the employee organizational relationship revised model of organizational citizenship behaviors and service quality. (menguc, 2002)

### Independent variables

### dependent variables



**Figure 2.1 Conceptual frameworks**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research design**

This study is explanatory. It uses explanatory with the purpose to assess the effect of organizational citizenship behavior on the service quality of Ethiopian airlines. It explains in detail the Cause and effects raised on the statement of the problem.

##### **3.1.2 Population**

The study target populations are passengers of Ethiopian Airlines specifically frequent travelers' or members of Sheba miles program at the level of platinum status that were passing through Addis Ababa hub or station and employees of Ethiopian airlines working more than 2 Years as customer service agent . Currently Ethiopian airlines have 1500 platinum passengers earning more than 75000 mile per year.

#### **3.2 Sample technique, sampling Size and sampling frame work**

##### **3.2.1 Sampling Technique**

Sampling techniques provide a number of methods/techniques to select a subset of population that really represents the whole population to most extent. There are two major types of sampling designs: probability and non-probability sampling. In probability sampling, the elements in the population have some known chance or probability of being selected as sample subjects and in non-probability sampling the elements do not have a known or predetermined chance of being selected as subjects (Sekaran, 2003). Non- Probability sampling provides a range of alternative techniques based on research subjective judgment (Saunders et al. 2003).

Two, both non-probability sampling techniques were used namely, convenience sampling technique and purposive random sampling technique. Ethiopian airlines have divided the passengers in to four groups according to their mileage they earn within a year. The first is group is called blue status the second is silver status the third is gold last but not list the platinum. The highest mileage earn is the platinum status the researcher chose this status for the study purposefully. The study select the respondents purposely on the customer because we can learn much about the issues that are important to the study (Patton, M. Q, 1990) and it is based on the expectation of their knowledge and experience with Ethiopian airlines. For the employees the researcher uses convenience sampling technique to interview senior agents working in Ethiopian airlines more than two year. Where the researcher find at the suitable time and place to make the interview.

### 3.2.3 Sample Size

The Sheba mile program has 1500platinum members in total. The researcher has chosen yemane Formula to calculate the sample size (n) given the population size (N) and a margin of error (e) for our target groups by assuming a 95 percent confidence level.

-It is computed as  $n = \frac{N}{1+N(e)^2}$

whereas:

N = total population

e = error margin / margin of error Confidence level of 95 present (which will give us Margin of Error of 0.05),

n (employees) and (passengers) = 1500

$$1+1500(0.05)^2$$

$$n = 1500/4.75$$

n = 316 no of samples for passengers

### **3.3 Source and tools of data collection**

As primary data the study use self-administered questioner and interview in order to collect relevant data's from the target groups. The questionnaire and personal interview has been designed to get primary data from employees (team ladders Customer service agents, and customer service managers) and customers specifically from frequent travelers of Ethiopian airlines.

According to Borge (1996) questioner is used extensively in research to collect information that is not directly observable. It helps to inquire information that is detailed. Open and close ended Self-administered questionnaires were designed and distributed to the sample population. The questionnaires are mostly closed-ended questions and a few open-ended questions, as to provide more diverse detail. In the open-ended questions, the subjects require to respond in writing, whereas closed-ended questions have options which are determined by the researcher. Open-ended questions are included because they allow subjects to respond to questions in their own words and provide their responses in more detailed manner. Closed-ended questions are included because it is easier to administer and to analyze. It is also more efficient in the sense that a respondent is able to complete more closed-ended items than open-ended items in a given period of time. The questioners are prepared in English.

As secondary sources of data published journal articles, different reference books, publications, books, websites and others different related data is used or reviewed.

The researcher requested for permission from Ethiopian airlines authorities to conduct the research and that was granted. The researcher then requested for figures from the Human resources department regarding to numbers of employees with in company and number of passengers from customer relation department.

### **3.4 Research Instruments**

The study used two major research instruments explained below.

#### **3.4.1. Questionnaires**

A set of questionnaires were used to gather information for the study. The questionnaire which was designed and distributed to customers focused on the elements of OCB and service quality as well. The OCB questionnaire was adopted with minor modifications from one that was used by Swaminathan & Jawahar (2013). On the other hand a questionnaire developed by Coetzee et al (2013) was also adopted again with minor modifications to measure service quality. A five point linker scale was used to rank the extent to which employees embark of extra role behaviors. The descriptors used included: strongly disagree: disagree: neither agree nor disagree: agree, and strongly agree. In order to enlist qualitative information the questionnaires contained open ended questions. Here the respondents would fill in open spaces in their own language providing further information about what they think about service quality and OCB.

One challenge often encountered when questionnaires are personally administered is that attempt by the researcher to give further explanations to the questions. This has the potential of giving different explanations to different people and in the process lead to respondents answering to different questions. In order to minimize this possibility, the



researcher ensured that there were not many discussions at least on the contents of the questionnaires with respondents. The use of questionnaires has the potential of limiting the scope of respondents' expression of views because usually respondents are restricted to answer to questions already provided. This challenge was addressed by drawing up a comprehensive questionnaire that captures as much as possible pertinent information. There is also the challenge of respondents failing to complete and return the questionnaires. Because most of the passengers found in the waiting area have minimum time for their departure.

### **3.4.2 Interviews**

Well Organized structural interviews were conducted with convenience selected customer service department supervisors, managers and senior employees. To support the interview and maintain consistency not to be off the subject an interview guide was used. The aim was to gain further insight as well as confirmation of information by the supervisors, managers and senior customer service agent who are indeed best placed to do so. Managers and supervisors make observations of personnel under their authority on a day to day basis. They know the amount of extra role activities performed by staff and they also know the general levels of commitment by agents to the organization. Supervisors and managers also receive compliments and complaints about their staff hence are better placed to validate claims by their staff members in an in-depth interview.

### **3.5 Validity and Reliability**

According to Polit and Hungler (1993) reliability is the degree of consistency with which an instrument measures the attribute are designed to measure. The questionnaires which were distributed for the customers of the airline documents are analysis consistency. Reliability was also ensured by minimizing sources of

measurement error like data collector bias which right to voluntarily consent or decline to participate. Ensure the validity of the data gathered and it can represent the ideas of the passengers.

To maintain face validity on every step I consulted my advisor for any feedback and directions. The sample size was good. The questionnaires used were previously used by other authors so the researcher simply modified. In addition, before distributing the questionnaires it was evaluated by some airline staffs and also passenger. Content validity was further ensured by consistency in administering the questionnaires and all questionnaires were distributed to subjects by the researcher personally. The questions were formulated in simple language for clarity and ease of understanding. Clear instructions were given to the subjects as well.

### **3.5.1 RELIABILITY TEST**

After coding and entry of data into SPSS version 24, the first analysis conducted was to check the reliabilities of the scales used in the data collection instrument. Reliability analysis is to test whether a group of items (i.e.' items measuring a construct generated from factor analysis) consistently reflected the construct it is measuring (Field, 2005). The most common measure of reliability is internal consistency of the scale (Hair et al., 2006). According to Malhotra & Birks (2007), reliability is the extent to which a measurement reproduces consistent results if the process of measurement were to be repeated. Cronbach-alpha, a widely used measure of internal consistency, was run using SPSS version 24 and all of the scales used for this study are found to be reliable as their respective alpha values are higher than 0.6, and for most closer to 1. Cronbach's alpha was calculated in order to examine the internal consistency of the scales. The coefficient can range from 0.0 to 1.0. A'

Cronbach's alpha close to 1.0 indicates that the item is considered to have a high internal consistency reliability, above 0.8 is considered good, 0.7 is considered acceptable and less than 0.6 is considered to be poor (Sekaran, 2003). As indicated above on the table 2 the reliability shows 0.709 which is consider as good as (Sekaran, 2003) described out of 23 questionnaires.

**Table 3.1 reliability**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.809	23

**Table 3.2 specific reliability**

<b>Item-Total Statistics</b>					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	REALABLITY OF RANGE
CONT	47.3466	43.619	0.655	0.794	ACCEPTABLE RANGE
ALTT	47.8628	43.662	0.595	0.806	GOOD
SPOT	48.1155	46.907	0.412	0.845	GOOD
CIVT	48.9314	44.397	0.488	0.831	GOOD
SIVT	50.0108	46.083	0.776	0.784	ACCEPTABLE

Source; *Respondents Survey Test,2018*

As shown from the above table for the specific test of reliability test the three variables are good and the rest two of them including the dependent variable they are

at the acceptable range. To describe the variables in detail the conciseness and service quality are at acceptable range and the rest variables altruism sportsmanship and civic venture are at good range.

### **3.6 Procedures of data collection**

In this study the Data collection procedures entail the process of collecting information required for the study. The first step of applying for permission from the company authorities to be granted in order to conduct the research was done and the requisite authority was fittingly granted. Data has been collected mainly from survey through questionnaire and personal interview. The questioner are design for customers mainly who frequently travel with Ethiopian airlines they are also called Sheba mile platinum members.

The researcher used descriptive statistics by using statistical package for social sciences (SPSS) version24 such as percentage, means values, tables and figure for structured items and interpreted according to the findings and finally presented the data obtained both in questionnaire and interview analysis. The data was grouped into tables to analyze summarize and forward recommendation. To collect secondary data different documents of the organization, reference book, journal articles, website and other related data has been reviewed.

### **3.7 Methods of data analysis**

The collected data was analyzed and interpreted by qualitative and quantitative techniques. The data that was collected by open ended and interview questions was analyzed qualitatively. Closed ended questions are analyzed quantitatively using descriptive statics. Cooper and Schindler (2008) describe data analysis as the process where collected data is reduced to a more controllable and convenient size. According

to Malhotra and Birks (2006) describe data analysis as the editing, coding, transcription and verification of data. The respondent demographic variables are analyzed by descriptive statistics by using statistical package for social sciences (SPSS) version24.

For this study it uses multiple regression analysis to find the relationships. It is used to predict the linear conditional expectation relationship between dependent and independent variables (Hahn 2002). And allow to do both specify the relationship among the conceptual factor of interest and the measures underlying each construct Data are to be presented in table, and figure form. Inferential statistics is the mathematics and logic of how this generalization from sample to population can be made. The fundamental question is: can we infer the population's characteristics from the sample's characteristics? Descriptive statistics remains local to the sample, describing its central tendency and variability, while inferential statistics focuses on making statements about the population.

### **3.8 Ethical Consideration**

The purpose of this study in general is to study on the effect of Organizational Citizenship Behavior (OCB) on the service quality of Ethiopian airlines as a partial requirement for the masters' degree in marketing management. The outcome of this study may help the policy makers, managements, CEO and customer service quality leaders on how to getting employees with high level of OCB and hold them for the service quality , productivity efficacy to meet their vision mission 2025 effectively and efficiently and to lead the company to a greater level. This research intended only for academic purpose authorized by st marry University. Thus the idea and comments of respondents will be highly honored and kept confidential.

The frank response and valuable support of respondents in responding to the questionnaire is of paramount importance to the success of the study. Hence the researcher takes care while making the questionnaire as straight forward as possible so they choose the answer they think is correct according to their own understanding. The quality and quantity of information they provided determined the ultimate reliability of the study. To create a conducive environment for their freedom and genuine responses, the respondents has been informed not to write their names. All the interviews that are conducted and Questionnaires that are filled by passengers or we can say customers for the company are confidential in order to feel free to respond.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Survey Response Rate

A Total of 316 questionnaires were administered and a total of 277 questionnaires were collected of which 39 were incomplete because of their departure time ready thus 277 questionnaires were subject for the analysis which is 87.66 % response rate. According to Mugenda and Mugenda (2003) the statistically significant response rate for analysis should be at least 50%. And for the interview the researcher communicate with 2 mangers and 10 senior staffs.

**Table 4.1: Response Rate of The study**

	<b>Number of Questionnaire</b>	<b>Percent</b>
Completed	277	87.66%
Not completed	39	12.35%
Total	316	100%

Source; *Respondents Survey Test, 2018*

The questionnaire were developed in five scales ranging from five to one; where 5 represents strongly agree, 4 agree, 3 neither agree nor disagree, 2 disagree, and 1 strongly disagree. To make easy interpretation, the following ranges of values were reassigned to each scale: mean scored value greater than 3 considered as “agree”, mean scored value less than 3 considered as “Disagree” and the mean scored value equal to 3 considered as “Neutral” (cited in Yonas, 2013). Descriptive statistics were used and also correlation and regression analysis were conducted for scale typed

questionnaires. In order to know the effect of organizational citizenship behavior on the service quality of Ethiopian airlines, the entire questionnaires used are attached at the back. You can refer from appendix part.

Demographic profile of respondents for this research includes gender, age, and travel experience year with Ethiopian airlines. Table 4.4 below shows the frequency and percentage of gender which consists of 219 male (79.1%) and 58 female (20.9%) out of the total respondents of 277. There is difference between male and female respondents which is 58.2%. It indicates that the percentage of male frequent traveler number or platinum member is greater than female.

**Table 4.2: gender of respondents' rate**

		<b>Sex of respondent</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	219	79.1	79.1	79.1
	Female	58	20.9	20.9	100.0
	Total	277	100.0	100.0	

Source; *Respondents Survey Test, 2018*

The below table 4.3 shows the age of the respondent in percentile, frequency and cumulative percentile. The age group of respondent's participation in the study was categorized as between age 20-30, 30-40, and 40-50 and above 50. A large pool of respondents giving a percentage of 52.3% falls in the age group between 20-30 years old followed by the age group 30-40 (33.9%) and tailed by 40-50 (8.7%) the lowest percentage of the respondents' age group is above 50 which represents by 5.1% percentage. The respondent age demographic show that the youngest group age travels more than the oldest group of age.

**Table 4.3: age of respondents'**



Age of respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	age 20-30	145	52.3	52.3	52.3
	age 30-40	94	33.9	33.9	86.3
	age 40-50	24	8.7	8.7	94.9
	age over 50	14	5.1	5.1	100.0
	Total	277	100.0	100.0	

Source; *Respondents Survey Test,2018*

In the demography question the researcher also include the year of experience with the company (Ethiopian airlines). To know how many years has it been since they frequently travel with Ethiopian airlines. As shown in the table below we classify the group of their experience in to 4 categories named less than one year experience, 1-6 year of experience, 7-12 year of experience last but not least over 12years experience. As it shown in the result 1-6 year of experience take the highest percentage which is (68.2) followed by less than 1year (24.2%) than 7-12 year (4.3%) and the last small category percentage is over 12year experience which is (3.2%) percentage. This explained to as most of the platinum passengers year of experience with Ethiopian airlines is 1-6 years.

**Table 4.4 passengers travel experience**

Years of experience traveling with Ethiopian airlines					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	67	24.2	24.2	24.2
	1-6 years	189	68.2	68.2	92.4

	7-12 years	12	4.3	4.3	96.8
	over 12years	9	3.2	3.2	100.0
	Total	277	100.0	100.0	

Source; *Respondents Survey Test, 2018*

## 4.2 effect of organizational citizenship behavior on the service quality

The main objective of the study is to look into the mediating effect of organizational citizenship behavior on the service quality of the organization. This section is used to present and analyze the data collected using questionnaire regarding mediating effect of the OCB in the relationship of service quality of Ethiopian airlines. Under this subsection the OCB variables that may affect service quality are discussed. Here, the response of respondents towards each variable would be discussed in detail; the variables are. Sportsmanship, civic virtue, Conscientiousness, altruism and service quality.

### 4.2.1 Mean of Conscientiousness

In order to know there is conscientiousness in Ethiopian airlines there are five questions were raised for the respondent on the questioner. The mean value shows that the average of all customers' response on a certain dimensions accordingly, the below table shows that the mean of the mean is 3.86786 so it can be conclude that there Is conscientiousness behavior with in the agent practiced in the organization. Agents work effectively and efficiently, the employee are proactive the staff deliver the service as per the procedure , the agents are qualified with communication skill, the staff deliver the service with rare making mistake were the question and the agents are in good position according to the answer of the respondent.

### Table 4.5 mean of conscientiousness

		Agents are working in effective and efficient way in improving the service quality of the organization.	The employees are Proactive to provide the passengers in needs	The staff delivers the services as per the procedure or based on the service promises.	The agents are Qualified with the communication skills to communicate with the passengers	The staff delivers the services with rarely making mistakes.
N	Valid	277	277	277	277	277
	Missing	0	0	0	0	0
Mean		3.8231	3.7870	3.8917	3.9639	3.8736
Median		4.0000	4.0000	4.0000	4.0000	4.0000

Source; Respondents Survey Test,2018

Mean of the mean=3.86786

#### 4.2.2 Mean of altruism

In order to know there is altruism in Ethiopian airlines there are five questions were raised for the respondent on the questioner.

**Table 4.6 mean of altruism**

		There is a team work and coordination sprit within the staff members to help each other for achieving customer satisfaction	The staff are alerted to help there colleague if she/he is having difficulty with any situation there is no ignorance sprit in the staff.	The supervisors or mangers are around the agents to Follows up the passengers and agents in case of any difficulty to assist.	The employees paying full attentions toward the passengers' problems.	The agents do not refuse for a passenger problem rather they ask there colleges for help if they have difficulty with giving solution for the passengers
N	Valid	277	277	277	277	277
	Missing	0	0	0	0	0
Mean		3.8159	3.9856	4.0758	4.0469	3.9567
Median		4.0000	4.0000	4.0000	4.0000	4.0000

Source; Respondents Survey Test,2018

Mean of the mean=3.97618

The mean value shows that the average of all customers' response on a certain dimensions accordingly, the above table shows that the mean of the mean is 3.97618 so it can be conclude that there Is altruism behavior with in the agent practiced in the organization.as the passengers stated there is little bit low team work but the collogues help each other, the manager is always around the agents , the agents are willing to help for the passengers problem most likely so it can be say that there is altruism behavior with in the organization.

#### 4.2.3 Mean of Sportsmanship

**Table 4.7 mean of sportsmanship**

		The agents working in the organization welcome their passengers with simile and warm welcoming face.	The agents are so tolerable to any question raised by customer without complaining or giving no for an answer	The staffs are happy to deliver the service and helpful to answer for the passenger request.	The agents delivering the services to the passen ger friendly.	The employees go extra mile to help the passengers request with out complaining or giving no for an answer.
N	Valid	277	277	277	277	277
	Missing	0	0	0	0	0
Mean		3.7509	3.9061	4.2274	4.2455	4.0036
Median		4.0000	4.0000	4.0000	4.0000	4.0000

Source; *Respondents Survey Test,2018*

Mean of the mean=4.0267

The other important variable was sportsmanship, regarding this, five items were question for the passengers, in order to measure the sportsmanship behavior in Ethiopian airlines; accordingly, the above table shows that the mean of mean is **4.0267**, which mean most of the respondents agree that there is high sportsmanship

behavior in the organization practiced by the agents. The agents welcome the passengers with warm welcome and smile, they are so tolerable for any question raised from the passengers, the staff are happy to deliver a service the employee go extra mile to help the passengers were the question raised and highly supported above all the variables within the organization.

#### 4.2.4 Mean of civic virtue

**Table 4.8 mean of civic virtue**

		Most of the employees are reliable to the passengers for help or solution.	The employees give attention to the problem and deliver quick service response for the passenger request with good manner.	The employees Says good things about organization to others.	The agents always have a positive attitude at work place for the customers.
N	Valid	277	277	277	277
	Missing	0	0	0	0
Mean		3.9206	3.7581	3.5451	3.7256
Median		4.0000	4.0000	4.0000	4.0000

Source; Respondents Survey Test, 2018

Mean of the mean=3.73735

Last but not list variable of OCB is civic virtue. For this variable four questions were raised. Above all the variable this is the lowest mean of mean result which indicate that the organization should work on this variable even though it is not that much lowest mean of mean. The mean of the mean for this variable is 3.73735 and the question that has the lowest mean is the employee says good thing about the organization most of the passengers agree to give small result on this regard. So the organization should find the reason behind this problem.

#### 4.2.5 Mean of service quality

Service quality is the dependent variable in this research and there were four question raised for this specific variable which is assumed that it can tell the service quality of Ethiopian airlines. The mean of the mean result for this variable is 4.002725 which is very good and it is obvious because the airline have so many trophy regardless of this issue. The questions raised were about the facility, reliability, assurance and the results were remarkable.

**Table 4.9 mean of service quality**

		Agents at Ethiopian airlines keep the promises they make.	The agents have knowledge and knowhow of their work.	Agents at the Ethiopian airlines understand passengers' problems and needs.	Ethiopian airlines gates and faculties are clearly labeled as well as full of signage friendly to use.
N	Valid	277	277	277	277
	Missing	0	0	0	0
Mean		3.9747	3.9567	4.0181	4.0614
Median		4.0000	4.0000	4.0000	4.0000

Source; *Respondents Survey Test, 2018*

Mean of the mean=4.002725

### 4.3 Assumptions of Multiple Linear Regressions

Five major assumptions for multiple linear regressions were tested: linearity, normality, multi-collinearity and independence of residuals (Hair et al. 1998: 69).

#### 4.3.1 Assumption 1- Multi-collinearity of the independent Variables

Multicollinearity appears “when any single independent variable is highly correlated with a set of other independent variables” (Hair et al., 2006, p. 170). Multicollinearity was examined by inspection of the Tolerance and VIF values. Hair et al. (2006) suggested a Tolerance is an indicator of how much of the variability of

the specified independent variable is not explained by the other independent variables in the model. If this value is very small (less than 0.10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of multicollinearity. If the tolerance value is greater than 0.1 and the variation inflation factor (VIF) value smaller than 10 shows no multicollinearity. As we can see from the result I am confident enough to say that there is no multicollinearity in this study. The below table also confirms the absence of multicollinearity according to Collinearity Statistics. VIF factor did not exceed 10 and the tolerance is above 0.1 which shows us there is no multi- Collinearity problem.

**Table 4.10 multicollinearity test using VIF and tolerance**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	CONT	0.596	1.678
	ALTT	0.557	1.796
	SPOT	0.626	1.599
	CIVT	0.673	1.486

Source; *Respondents Survey Test,2018*

#### 4.3.2 Assumption 2 - Independence of Residuals

To determine the autocorrelation between observations Durbin – Watson test was used. Durbin – Watson test presents arithmetical support to conclude the independent of error terms (Hair et al 2010), the Durbin – Watson test generates output values between 0 and 4 values close to 2 autocorrelation thus independent of error terms. This regression model has a Durbin – Watson value of 1.449 which is closed to 2 than 0 (Behl, 2008) it can be confirmed that the assumption of independent error has almost certainly been met.

**Table 4.11 R square and Durbin-Watson of the study**

### Model summary

Model	R	R Square	Adjusted R Square	Durbin-Watson		
1	.828 <sup>a</sup>	0.686	0.681	1.449		
a. Dependent Variable: SIVT						
b. Predictors: (Constant), CIVT, SPOT, CONT, ALTT						

Source; *Respondents Survey Test, 2018*

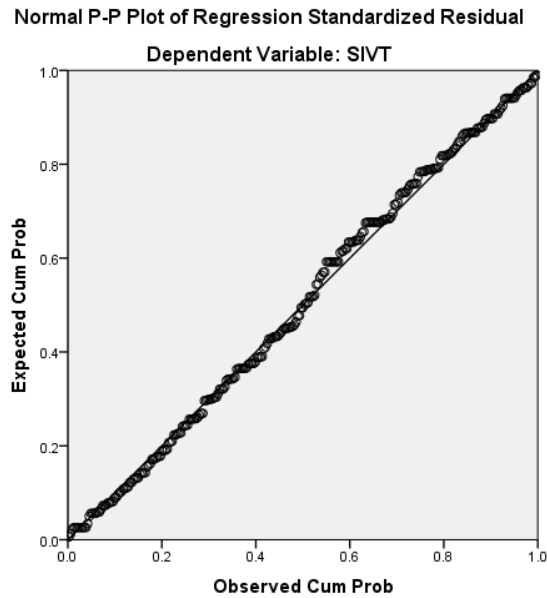
The table above presents the coefficient of determination (R-squared) indicates the proportionate amount of variation in the response variable (service quality) explained by the independent variables (conciseness, altruism, civic virtue and sportsmanship) in the linear regression model. The larger the R-squared is, the more variability is explained by the linear regression model. As shown from the table above R-square value is 0.686 which means service quality was explained by the independent variables OCB. In this study, multiple linear regression was employed to establish a set of independent variables which is Altruism (ALT), sportsmanship (SPO), Conscientiousness(CON) and civic virtue (CIV) explains a proportion of the variance in a dependent variable of service quality at a significant level.

#### 4.3.3 Assumption 3-Linearity Relationship

Service quality is assumed to be linearly related with the organizational citizenship behavior; meaning the dependent variable service quality is assumed to be impacted with changes OCB. We can assess the assumption that the residuals are normally distributed by producing a normal probability plot (sometimes called a quantile-quantile or q-q plot). For this plot, the ordered values of the standardized residuals are plotted against the expected values from the standard normal distribution. If the residuals are normally distributed, they should lie, approximately, on the diagonal. As we can see from the graph below we can say the residuals are normally distributed because the residuals lie approximately on the diagonal. The plot that shows the linear relationship of each independent variable with the dependent one is shown below.



**Figure 4.1 linearity graph**

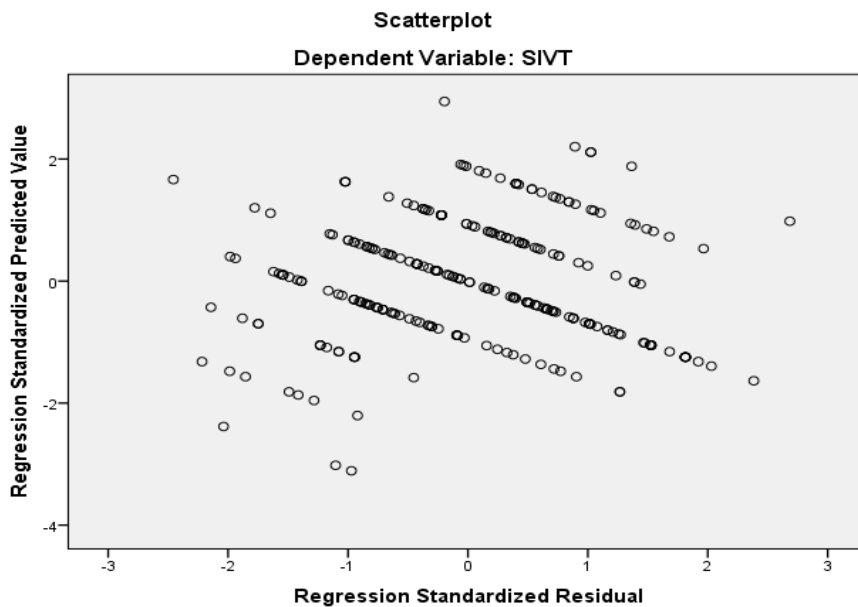


#### **4.3.4 Assumption 4- Homoscedasticity (Equal Variance)**

The homogeneity of the variance (equal variance) is an assumption for computing multiple regressions in which the model errors are generally assumed to have an unknown but finite variance that is constant across all levels of the predictor variables. This assumption can be checked by visual examination of a plot of the standardized residuals (the errors) by the regressions standardized predicted value. From the below scatter plot (figure -) the visual inspection of the average results of

the dependent variable service quality and its independent variable OCB is constructed.

**Figure 4.2 homoscedasticity graph**

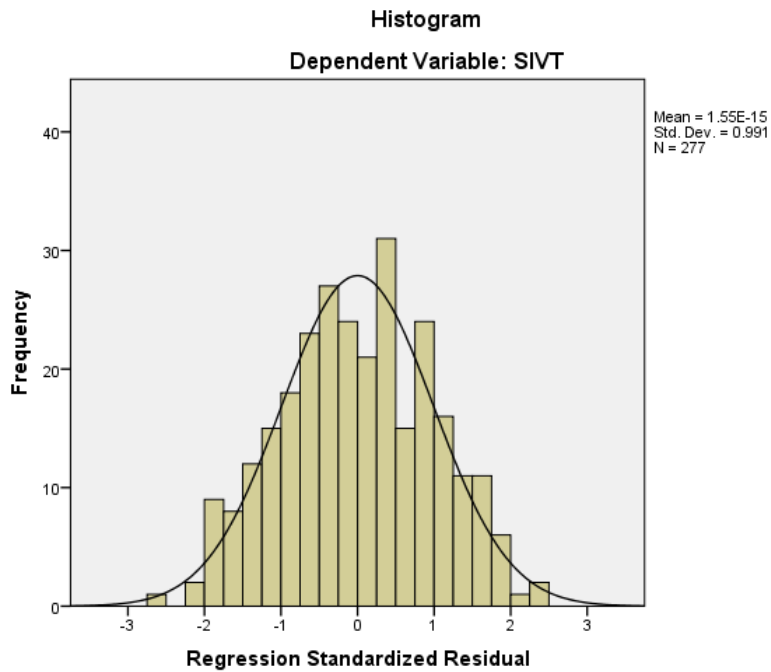


#### 4.3.5 Assumption 5- Normality distribution

In terms of this assumption, a check for normality of the error term is conducted by a visual examination of the normal probability plots of the residuals. The plots are different from residuals plots in that the standardized residuals are compared with the normal distribution. In general, the normal distribution makes a straight diagonal line, and the plotted residuals are compared with the diagonal. If a distribution is normal,

the residual line will closely follow the diagonal. The normality plot of this study closely fit with the assumption. The plotted residuals are literally compared with the diagonal line. The plots are below.

**Figure 4.3 normality graph**



#### **4.4 Multiple liner Regression Analysis**

Multiple regressions is a statistical technique that permits the researcher to examine the relationship between a single dependent variable and several independent variables (Tabachnick & Fidell, 2007; Hair et al., 2006). Before conducting the multiple regression analysis, several main assumptions were considered and

examined in order to ensure that the multiple regression analysis was appropriate (Hair et al., 2006).

#### **4.4.1 Correlation Analysis**

Pearson correlation is used to examine the strength and the direction of the relationship between all the constructs in the study. The Pearson correlation coefficient values can vary from -1.00 to +1.00. A correlation value of +1.00 indicates a perfect positive correlation, while a value of -1.00 represents a perfect negative correlation, and a value of 0.00 indicates no linear relationship between the X and Y variables or between two variables (Tabachnick & Fidell, 2007; Pallant, 2007). The Pearson's correlation coefficient ( $r$ ) was used to conduct the correlation analysis to find the level and direction of the relationships between service quality (SIV) as dependent variable and Altruism (ALT), sportsmanship (SPO), Conscientiousness(CON) and civic virtue (CIV) as independent variable. The classification of the correlation coefficient ( $r$ ) is as follows: 0.1 – 0.29 is weak; 0.3 – 0.49 is moderate; and  $> 0.5$  is strong (Field, 2005). As we can see from the table 3 the correlation between the dependent and independent variable has strong and moderate correlation. We can describe the below table as follow. The dependent variable service quality (SIV) has strong correlation with Conscientiousness (CON) by (0.782), Altruism (ALT) by (0.497), and civic virtue (CIV) by (0.521) but it has moderate correlation with sportsmanship (SPO) by (0.366) independent variables.

**Table 4.12 correlation of the variables**

		<b>Correlations</b>				
		CONT	ALTT	SPOT	CIVT	SIVT
CONT	Pearson Correlation	1	.372**	.177**	.559**	.782**
	Sig. (2-tailed)		0.000	0.003	0.000	0.000
	N	277	277	277	277	277
ALTT	Pearson Correlation	.372**	1	.601**	.160**	.497**
	Sig. (2-tailed)	0.000		0.000	0.007	0.000
	N	277	277	277	277	277
SPOT	Pearson Correlation	.177**	.601**	1	.156**	.366**
	Sig. (2-tailed)	0.003	0.000		0.009	0.000
	N	277	277	277	277	277
CIVT	Pearson Correlation	.559**	.160**	.156**	1	.521**
	Sig. (2-tailed)	0.000	0.007	0.009		0.000
	N	277	277	277	277	277
SIVT	Pearson Correlation	.782**	.497**	.366**	.521**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	277	277	277	277	277

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source; *Respondents Survey Test,2018*

#### 4.4.2 Coefficients of the variables

**Table 4.13 coefficient of the variables**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.604	0.637		2.519	0.012
	CONT	0.470	0.033	0.630	14.317	0.000
	ALTT	0.112	0.032	0.158	3.466	0.001
	SPO	0.096	0.029	0.141	3.276	0.001
	CIV	0.079	0.027	0.121	2.933	0.004

a. Dependent Variable: SIVT

Source; *Respondents Survey Test, 2018*

From the above table one can see that all the independent variables positively affect the dependent variable service quality. The degree of effects of each variable towards service quality is ranked in the following manner on the basis of their effect;

1. Conscientiousness (CON) B=0.470
2. Altruism (ALT) B=0.112
3. Sportsmanship (SPO) B=0.096
4. Civic virtue (CIV) B=0.079

The beta value on the coefficient table indicates level of effect of each variable has on the dependent variable service quality. The highest beta level is Conscientiousness (CON) B=0.470. As shown from the table above there is positive relation between the OCB variables and service quality. By recalling the model specifications of the variables from the unstandardized coefficients ( $\beta_1$  up to  $\beta_5$ ) are the coefficients of the estimated regression model. The model variable's specifications were written in line, as it is now re-written in the above. The intercept ( $\beta_0$ ) is the point on the vertical axis where the regression line crosses the Y axis. The other sales performance

determinant beta's can be obtained and interpreted from the above beta coefficient table as follows.

Model equation that estimates the value of service quality based on observed values of independent variables is as follow

$$Y_{(x)} = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

$$Y_{(x)} = 1.604 + 0.470X_1 + 0.112X_2 + 0.096X_3 + 0.079X_4$$

So if we add one unit of individual independent variable it also add on the dependent variable service quality with the coefficient amount of the variable the same goes to the whole independent variable incrimination.

#### 4.4.3 ANOVA model fit

The ANOVA tells us whether the model, overall, results in a significantly good degree of prediction of the outcome variable (Field, 2005). As we can see from the table below the ANOVA sig is 0.000 so we can say that the model is significant.

**Table 4.14 ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	312.066	4	78.016	148.497	.000 <sup>b</sup>
	Residual	142.902	272	0.525		
	Total	454.968	276			
a. Dependent Variable: SIVT						
b. Predictors: (Constant), CIVT, SPOT, CONT, ALTT						

Source; *Respondents Survey Test, 2018*

Since the significance result on the ANOVA table is 0.000 which is  $p < 0.05$ , the regression analysis proved the presence of a good degree of prediction. The contribution of each variable can be seen from the results of multiple regressions in the coefficient table below.

## 4.5 Result Discussions

The results revealed positive correlation or positive effect between OCB variables and service quality ( $r=.841$ ) and strong linear relationship between OCB variables and service quality. The positive score means if OCB variables are increased then the Service Quality will be increased as well and in turn if the OCB variables are decreased then the Service quality will be decreased as well. So for the question raised on the chapter one and the interview are discussed below.

- Does altruism have an effect on the service quality of Ethiopian airlines? Yes it does have effect on the service quality because the behavior that aims to help the workmates to solve their problems within difficult situations faced needs to have good attitude which leads to get quality service to the customer. This is supported by Paulin et al (2010) who concluded that, “customers’ evaluation of service judgment ultimately depends on the competence, attitudes, skills, and expertise of customer-contact employees”. According to Kelly & Hoffman (2010) the voluntary behaviors where employees provide assistance to a colleague with a particular problem to complete a task result in the quickening of processes which then lead to quicker completion of tasks which delights the clients leading to better perceptions of service quality.

This variable was highly supported by the senior agents and supervisors as well they confirmed that there is altruism in the company but it still needs to be developed because the job needs team work without team work it is difficult to have service quality as well as to be effective. Team work is one of the key outcomes of helping each other.

- To emphasize the consequence of sportsmanship on the service quality of Ethiopian airlines? Yes there is significant consequence regarding the sportsmanship on the service quality because to tolerate the non-ideal situation within the organization without giving any complaints or rejections have high significant level result by



increase the positive working atmosphere among employees and will create conducive working environment which can advocate the service quality of Ethiopian airlines. Truter (2006) suggest that where employees do not blow things out of proportion and pursue the organization's objectives as a united entity even where challenges are present, there are higher chances for enhancing service quality. Taylor (2013) supports this view by noting that it is essential that employees behave appropriately in order to enhance service quality.

Senior agents and the respond of the mangers slightly differ in this area the managers try to elaborate that the agents still need sportsmanship behavior because sometimes even though the equipment and comfort of the company is less they need to have the motivation to say this will change we don't have to complain and still work for the quality of the service hiding the trivial matter instead of complain. But the reverse answer was gotten from the seniors saying that the agents work smoothly without complaining on the trivial matters with hiding the uncomfortableness with in the employee. And they did specify that when these kinds of situation happen they discuss in monthly crew meeting.

- Is there a situation where civic venture has an effect on the service quality of Ethiopian airlines? Yes there is whole lot of situation that has positive and negative effect on the service quality if the employees have civic virtue or not having civic virtue in delivering the service. Express the good working attitudes such as taking the initiative in contributing the development of the working system, feeling concern about the organization or procedures and preserving the company assets some of the situational scenarios that have huge influence and effect on the quality of service. According to Shelley Burt, civic virtue is characterized by the "disposition to further public over private good in action and deliberation". . Civic virtue is characterized by behaviors

that indicate an employee's deep concerns and active interest in the life of the organization for the quality service (Law, Wong, & Chen, 2005).

Civic virtue more negative response than the rest variables by the senior agents as well as the managers. The agents are so worried about being responsible and they more often offer this kind of behavior specifically for the senior agents and the managers. The agents do voluntary work but when it comes to taking action or decision by themselves or even giving new idea for the organization they are too afraid to show what they are capable of. They don't realize that the company need more from them plus there idea is needed and could make so much difference.

- Does Conscientiousness have an effect on the service quality of Ethiopian airlines? Of course it has huge effect on the service quality. On the above result also has the highest coefficient above all the variables. The kind of behavior that exceeding his / her main job descriptions as the employee to fulfill or satisfy the customer need has huge effect for the organization for delivering service quality and for the customer receiving quality service as well. Quality service requires employees that have the motivation to exceed to solve problems (Podsakoff and Mackenzie 1994, 1997, Podsakoff 2000).

Most of agents highly cooperative with the operation that was the manager answer for this variable the seniors elaborate this sentence by saying the operational work sometimes it's not fixed by time interval because of the weather and maintenance problem. This is when the agents have to work more than their duty time. And they do it often.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

This chapter is the last chapter of this study. It presents the summary, conclusion and recommendation of the study in detail. By reviewing the whole chapter above it tries to summarize, conclude and give significant recommendation for the company.

#### **5.1 Summary of Major Findings**

The study was to investigate the effect of organizational citizenship behavior on the service quality of Ethiopian airlines. The key variables affecting the service quality are altruism conciseness courtesy sportsmanship and civic virtue. In addition the researcher taught service quality as the dependent variable and the independent variables are the OCB variables. A review of related literature and empirical studies informed the formulation of the research instrument used to obtain the research data. The results indicated that there was a positive relationship between the independent variables and the dependent variable. The research result revealed that the Organizational Citizenships Behavior (OCB) significantly influenced the service quality performances. It showed from the above results. Organizational Citizenship Behavior is the implicit behavior of an employee towards his or her workmates within the organization which exceeding the established company standard and providing the benefits to his or her company.

This research finding supported the empirical research by Bell and Menguc (2004); and Castro et al (2004) that argued there is a direct positive relation between the OCB of the employee who is directly interact with the customer and the customer perception towards the service quality performances. They also proved the influence

of OCB to the perception of customer regarding the service quality performances that arguing about the positive relationship between the OCB and the customer perception towards the service quality. In addition, this research strengthen the empirical study stated by Shostack (1977) which revealed that actually employee is perceived as the service itself by the customers therefore the interaction between the employee and the customers play critical roles in creating the customer values that at the end building the customer loyalty. Swaminathan & Jawahar (2013) however concluded that the relationship between elements that make up OCB and service quality though positive is found to me moderate as there are other factors that influence service quality besides OCB.

## 5.2 CONCLUSION

Based on this research finding, there are four conclusions that can be taken as follow; Firstly, in general the service quality performances of Ethiopian airlines are considered good. No wonder why the Airlines is one of the fastest growing airlines in Africa. Secondly, there is a positive and significant influence of the Organizational Citizenship Behavior (OCB) of administrative staff towards the Service Quality performances of Ethiopian airlines. Thirdly, there are five indicators that created the OCB of administrative staff of Ethiopian airlines; they are altruism, civic virtue, courtesy, sportsmanship and conscientiousness. Forth there is great result towards customer by receiving quality service, to the employee having good relation with in the employee as well as with the organization and for the organization because of OCB leads to quality of service it get the title of having quality service, effective and profitable organization and loyal customers like Ethiopian airlines does have.

The positive significant coefficient for passengers' satisfaction and loyalty relationship suggests higher passenger satisfaction on Airlines service quality and the higher the loyalty of passengers towards Ethiopian Airlines. Thus, satisfied passenger is important in developing a loyal passenger as well.

Employee training can improve level of OCB, and encourage employees to involve in extra activities or to help other employees to act like citizens. In an organization with high quality workers, only way to be distinguished is to perform citizenship behavior. Training can be seen as a one way to encourage citizenship behavior of permanent employees or newly hired employees. Giving awards for good task results can influence badly on citizenship behavior because the idea of equality is not respected, if the results are achieved only in sense of task performance and citizenship behavior is not properly valued by the organization. The main problem here is not how good results were achieved; it is who the responsible people for the success were. When both, task and contextual performance are evaluated equally than employees are ready to engage in OCB. The idea of OCB is not based on receiving the reward but opposite, employees act like citizens because they want to, it is a question of freedom choice. Not all employees want money as a reward for their engagement. There are also other types of rewards which don't have price like feeling part of the organization and personal achievement, organizational status, respect of colleagues, etc. If employee assess that according to his inputs and results organization provides him adequate reward he will respond with engagement in OCB. Cultures where team work is seen as a normal part of interpersonal relationships expect that team members sacrifice for the sake of team.

#### **5.2.1 Altruism and service quality**

Altruism has a positive effect on service quality. This is supported by the statistical data which give a positive count. The qualitative data obtained from one departmental

supervisor who highlighted that agents help for each other too often also supports this conclusion. Otherwise it would be close to impossible to succeed with facing passengers who do have different style, language, culture and character.

#### **5.2.2. Conscientiousness and service quality**

Conscientiousness has a positive effect on service quality. Agents most of the times during pick season and when delay happen on the flights they cannot possibly complete their day to day tasks within the stipulated hours of work no matter how hard they try. Qualitative data from one department manager who said agentswork exceeding their normal working hours also supports this finding.

#### **5.2.3 Sportsmanship and service quality**

Sportsmanship has a positive effect on service quality. The implication is that agents at Ethiopian airlines willing to understand certain conditions. The department head noted during an interview that most of the agents actually work without complains with a lot of uncomfortable situation and unfulfilled equipment and circumstance involve in. this really shows there is sportsmanship behavior in the company.

#### **5.2.4 Civic virtue and service quality**

Civic virtue has positive effect on the service quality of the company. From the observation that I have and from the interview answers received from senior agents described as follow. Consideration of company sustainability in the future, contributing ideas to develop the system within the institution those are some of the indicators of the variable. These kinds of behavior are slight when it comes to reality. On the result above it is also shown the list result from above all the variables. This is because agents most of the time think those kind of behavior belongs to the senior agents and supervisors specially. So the managers have to work on this variable by

giving so much awareness because the idea that is generated from the agents are vital for the organization.

Over all we have seen the significance and the vital effect of the OCB variables influence the service quality of the organization. But we have to give so much attention about those variables have so much negative effect if it doesn't happen within the organization too. So our final conclusion is that the service sectors have to be conscious regarding those behaviors.

### **5.3 RECOMENDATION**

There are two recommendations, firstly for the management of Ethiopian airlines and secondly for the further research. For management of the organization, since OCB of the administrative staff has positive and significant influence towards the Service Quality performances then the management shall take into account the specially attention and treatment to enhance the indicators that created the OCB variable and the Service Quality variable in order to deliver excellent service performances to the customers (passengers).

1. Managers should also pay sufficient attention to their employees' work behavior in order to determine with some level of certainty those employees who are high in citizenship behavior so that such behaviors could be constantly reinforced as a way to retain the behavior in the system.
2. Managers to periodically organize training programs that will teach employees how to exhibit organizational citizenship behavior as well as draw their attention to the relationship between such behaviors and organizational goals.
3. Leaders and managers of Ethiopian airline companies and should strive to motivate their employees enough so that they can be willing to exhibit organizational citizenship behaviors.

Finally for further research, since this research is done in hub of Ethiopian airlines therefore the findings might be different compared to the other regions in Ethiopia by considering the differences of cultura of each region. Next the research can also be done in different service sectors, región or other country in order to compare the findings.



## REFERENCES

- Adem, U. (2015). A Study on Services Quality of Commercial Banks in Dire Dawa , Ethiopia : A Comparative Study of Public and Private Banks. *Eroupean Journal of Business and Management*, 7(28), 73–78.
- Afsar, B. (August2012). *The impact of paternalistic leadership on organization .....commitment and organization citizenship behavior Article.*
- Al-Marri, K. A. (2007). Excellence inservice; an emprical study of te UAE banking sector. *International Journal of Quality & reliability management*, 24(2), 164-176.
- Alvin C. Burns, R. F. (2010). *Marketing Research*. USA: Prentice Hall, .
- Amin, M. I. (2011). The role of customer satisfaction in inhancing customer loyalty in MalaysianIslamic banks. *Service Industries Journal*, 31(9/10), 1519-1532.
- Anderson, E. W. (2000). Strengthening the satisfaction-profit chain. *Journal of service Research*, Vol. 3, No.2, p.107-120.
- Angur, M. N. (1999). SQ in the Banking Industry: an Assessment in a Developing Economy. *International Journal of Bank Marketing* , 17(3): 116-125.
- Babakus, E. a. (1992). AN Emprical Assessment of the SERVQUALScale. *Journal of business research*, 24(3),253.
- Babbie, E. &. (2008). *The practice of social research 8th ed*. Cape Town: Oxford University Press.
- Bahia, K. a. (2000). A reliable and valid measurement scale for perceived service quality of banks. *International Journal of Bank Marketing*, vol. 18, n. 2, pp.84-91.
- Baron, R. M. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology*,, 51, 1173-1182.
- Baumann, C. E. (2011). ‘Modelling customer loyalty in financial services: A hybrid of formative and reflective constructs. *International Journal of Bank Marketing*, Vol. 29, Issue 3, pp. 247-267.
- Bearded, W. &. (1983). selected deteminants of customer satisfaction and compliant Report. *Journal of Marketing Research*, 20(1), 21-28.

- Bei, L. a. (2006). The determinants of customer loyalty: an analysis of intangible factors in three service industries. *International Journal of Commerce and Management*, 16(3/4), 162-177.
- Belayneh, A. A. (2015). Customers' Satisfaction towards Remittance Service in Ethiopian Banking Industry: Evidence from Commercial Bank of Ethiopia. *International Journal of Research (IJR)*, Vol-2, Issue-1.
- BerhanAyenew. (2007). *The impact of intrinsic and extrinsic factors of motivation towards .....organizational commitment in private colleges. Unpublished MA thesis. Addis Ababa.*
- Berry, L. Z. (1988). The service-quality puzzle. *business Horizons*, Vol.31 No.5, pp.35-43.
- Bitner, M. (1990). Evaluation of service encounter: The of physical surrounding & employee response. *Journal of Marketing*, 54,69-82.
- Blery, E. B. (2009). Service quality and customer retention in mobile telephony. *Journal of targeting, Measuring and Analysis for marketing*, 17(1), 27-37.
- Bloemer JMM & Kasper HDP. (1994). The Impact of Satisfaction on Brand Loyalty Urging on Classifying Satisfaction and Brand Loyalty. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, Vol. 7, 152-160.
- Bloemer, J. &. (1989). The illusion of consumer satisfaction. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behaviour*, (2), 43-80.
- Bloemer, J. M. (1999). Customer loyalty in high and low involvement service settings; the moderating impact of positive emotions. *Journal of Marketing Management*, 75, 315-330.
- Bloemer, J. R. (1998). Investigating Drivers of Bank Loyalty: the complex relationship between image, service quality and satisfaction. *The International Journal of Bank Marketing*, 16(7), 276.
- Bloemer, M. M. (1995). The complex relationship between consumer satisfaction and brand loyalty. *Journal of economic psychology*, 16, 311-329.
- Bolton, R. N. (1991). A Longitudinal Analysis of the Impact of Service change on customer attitude. *Journal of Marketing*, , 55 (1), 1991, 1-10.
- Boulding, W, K. S. (1993). A dynamic process model of service quality: from expectations to behavioral intentions. *Journal of Marketing Research*, 30/(1), 7-27.

- Brensinger, R. &. (1990). Can the SERVQUAL scale be generalized to business - to -business service? *AMA's Summer Educators'conference proceedings* (pág. 289). In Knowledge Development in Marketing.
- Brown, K. A. (1993). Organizational obstacles: Links with financial performance, customer satisfaction, and job satisfaction in a service environment. *Human Relations*, ., 46(6), 725-757.
- Butcher, K. S. (2001). Evaluative and relational influences on service loyalty. *International Journal of Service Industry Management*, 12(3/4), 310-327.
- Caruana, A. M. (2000). service quality and satisfaction; the moderating role of value. *Eropean Journal of Marketing*, 34(11), 1338-1352.
- Chang, H. H. (2009). The impact of e-service quality, customer satisfaction and loyalty on e-marketing: Moderating effect of perceived value. *Total Quality Management and Business Excellence*, , 20(4), 423. .
- Cheng, T. L. (2008). The driving forces of customer loyalty: a study of internet service. *International Journal of E-business Research*,, 4(4), 26-42.
- Chu, K.-M. (2009). The construction model of customer trust, percived value and customer loyalty. *The Journal of American Acadamy of Business*., 14(2), 98-103.
- Cohen, L. a. (1988). *Research Methods in Education*. London: Croom Helm.
- Constantinescu, F. a. (2007). Customer Retention and Customer Loyalty in the Financial Services Industry Definitions, Importance and Benefits,. Anul 2, Nr. 1: 221-237.
- Cooper, B. K. (2015). *An Introduction to Moderated Mediation*.
- Cooper, D. a. (2003). *Business Research Methods. 8th Edition*. Boston: McGraw-Hill Irwin,.
- Creswell, J. W. (1998). *Quality inquiry and research design: choosing among five traditions*. London: SAGE publication.
- Crompton, J. &. (1989). Users perceptions of the relative importance of service quality dimensions in selected public recreation programmes. *Leisure scineses*, 11(4), 367-375.
- Cronin, J. &. (1992). Measuring service quality: A Reexamination and extension;. *Journal of Marketing*, Vol,56,No.3, pp.55-68.

- Cronin, J. B. (2000). Assessing the effects of quality, value, customer satisfaction on consumer behavioural intentions in service environments. *Journal of Retailing*, 76(2), 193-218.
- Curry, A. (1999). "Innovation in public service management. *Managing Service Quality*, Vol.9, No.3, pp. 180-190.
- Damena, B. H. (2011). AN EMPIRICAL STUDY ON ETHIOPIAN COMMERCIAL BANKS. 11-14.
- Das, M. &. (2005). *Basic Marketing Research: A Decision making approach with SPSS*. USA: Pearson Education Inc.
- Das, M. (2009). *Marketing Research - An Applied Oreintation*. 5th edition, Pearson Education Inc.
- Dawson, S. M. (2002). Business Strategy Review. *London Business School Review*, Volume 13, Issue 4 pp.1-76.
- Dick, A. a. (1994). Customer Loyalty Toward an Integrated Conceptual Framework. *Journal of the Academy of Marketing Science*, 22, 99-113.
- Doney, P. &. (1997). An Examination of the nature of trust in buyer-seller relationships. *Journal of*, 61, 2, 35-51.
- Ehigie, B. O. (2006). Correlates of customer loyalty to their banks ; a case study in Nigeria. *Internationa Journal of Bank Marketing*, 24(7), 49-508.
- Fasih, M. M. (2014). Impact of Service Quality on Customer Satisfaction and Customer Loyalty: Evidence from Banking sector. *Pakistan Journal of Commerce and Social Sciences*, Vol. 8 (2), 331- 354.
- Finn David W., C. W. (1991). An evaluation of SERVQUAL scale in retailing setting in advance in consumer research vol.18. *Journal of Relationship Marketing*, 275-285.
- Fornell, C. (1992). National customer satisfaction barometer; the Swedish experience. *Journal of Marketing*, 56(1), 6-21.
- Foss, B. a. (2001). *Sucessful customer relationship marketing*. London: Kogan page limited.
- G.S Sureshshchndar chandrasekharan Rajendran, R. A. (2003). customer perception of service quality in the bank sector of a developing economy: a cristal analysis. *International Journal of Bank marketing Vol.21, Issue 5*.

- Garbarino, E. &. (1999). the different roles of satisfaction, trust and commitment in customer relationships. *Journal of marketing*, Vol.63 No.2 pp 70-87.
- Gedey.B. (1990). *Money, Banking and insurance in Ethiopia*. Addis Ababa (in Amharic): Berhanena selam printing press.
- Gerpott, T. R. (2001). Customer retention, loyalty and satisfaction in the German mobile cellular telecommunications market. *Telecommunications policy* 25, 249-269.
- Gerrard P, C. J. (2001). Bank service quality: a comparison between a publicly quoted bank and a government bank in Singapore. *J. Finan. Serv. Mark*, 6(1): 50-66.
- Ghorbani, H. (2013 November). *Vol. 3, No. The Impact of Direct and Indirect .....of internal marketing on service quality and mediating role of OCB CASE: .....Insurance Company Department of Management and Accounting, Islamic Azad .....Universi. Iran.*
- Gitomer, J. (1998). *Customer satisfaction is Worthless, Customer loyalty is Priceless*. Texas: Bard press.
- Glaveli, N. P. (2006). Bank service quality: evidence from five Balkan country. *Managing Service Quality*, 16(4), 380-391.
- H.M.G.Y.J.Hennayake. (2017). Impact of Service Quality on Customer Satisfaction of Public Sector Commercial Banks: A Study on Rural Economic Context. *International Journal of Scientific and Research Publications*, Volume 7, Issue 2.
- Hayes, A. F. (2012). PROCESS: A Versatile Computational Tool for Observed Variable Mediation, Moderation, and Conditional Process Modeling. Retrieved from <http://www.afhayes.com/public/process2012.pdf>.
- Hayes, B. (2008). The true test of loyalty. *Quality progress*, 41(6), 20-26.
- Herington, C. &. (2009). E-retailing by banks; E-service quality and its importance to customer satisfaction. *Eroupean Journal of Marketing*, 43(9/10).
- Heskett. (1997). *The service profit chain*. New York: The Free Press.
- Hui, S. (2001). *Can Good Citizens Lead the Way in Providing Quality Service? A Field Quasi Experiment*”, *Academy of Management Journal*, Vol. 44 No 5 p. 988-995.

- Ibàñez, V. A. (2006). Antecedents of Customer loyalty in residential energy marketers: service quality, satisfaction, trust and switching costs. *The Service Industry Journal*, 26(6), 633-650.
- Ibrahim, Y. (2015). Analysis of Factors Affecting Service Quality : A Survey Study in Bank of Abyssinia Alula Abanega Branch , Mekelle Ethiopia. *International Journal of Management and Social Science Research*, 4(3), 36–43.
- Iglesias, M. P. (2004). Perceived quality and price: their impact on the satisfaction of restaurant customer. *International Journal of Contemporary Hospitality Management*, 16(6), 373-379.
- Ignatius Ikechukwu Uche, A. O. (2012). Is Customer Satisfaction an Indicator of Customer Loyalty? *Australian Journal of Business and Management Research* , Vol.2 No.07 [14-20].
- Ismail, I. I. (2006). Service quality, client satisfaction and loyalty towards audit firms: perception of Malaysian public listed companies. *Managerial Auditing Journal*, 21(7) 738-756.
- Jabatan Pendaftar Latihan Jude Sondoh, G. H. (2017). *BASIC AND ADVANCED QUANTITATIVE DATA ANALYSIS USING SPSS*.
- Jabnoun, N. H. (2003). Measuring perceived service quality at UAE commercial banks. *International Journal of Quality and Reliability Management*, 20(4/5), 458-472.
- Jacobucci, D. O. (2001). Distinguishing Service Quality and Customer Satisfaction : The Voice of the Consumer, . *Journal of Consumer Psychology*, 4(3), 277–303.
- Johnston, R. (1997). Identify the critical determinants of service quality in retail banking: Importance and Effect. *International Journal of Bank Marketing*, , 15(4), 111-116.
- Johnston, R. (2001). "Linking complaint management to profit",. *International Journal of Service Industry Management*, . , 12, 1, 60-9.
- Jonson Lind L., M. J. (1988). Service quality determinants and effectiveness in the real state brokerage industry. *The Journal of Real State Research*, 3, 21-36.
- Joseph F. Hair, J. W. (2006). *Multivariate Data Analysis*. New York: Published by Pearson.
- Juneja, D. A. (2011). Adaptability of total quality management to service sector. *International Journal of Computer Science & Management Studies*, Vol. 11, Issue 02, pp. 2231 –5268.
- Karatape, O. Y. (2005). “Measuring service quality of banks: scale development and validation”. *Journal of Retailing and Consumer Services*, Vol. 12 No. 5, pp. 373-83.

- Karatepe, O. (2011). Service quality, customer satisfaction and loyalty; the moderating role of gender. *Journal of Business Economics and Management*, 20(4), 278-300.
- Katz, D. ((1964)). *Motivational basis of Organizational behavior; Behavioral Science*,9, 131-.....146.
- Kheng, L. M. (2010). The impact of service quality on customerloyalty: a study of banks in Penang. Malaysia. *International Journal of Marketing Studies*, 2(2): 57-66.
- Konovsky, M. D. (1996). *Dispositional and Contestual Determinants of .....Organizational Citizenship Behavior. Journal of Organizational Behavior*,17,253-266.
- Kotler, P. a. (2009). *Marketing Management*. New Jersey: Pearson Education Inc.
- Kotler, P. B. (1999). *Marketing for hospitality and tourism 2nd edition*. upper saddle rever: Prentice-Hall.
- Kuang-Man, W. (2013). *The Effects of Psychological Contract Breach on Employee .....Work Behaviors in the Airline Industry: Employee Cynicism as Mediator. International .....Journal of Business and Social Science Vol. 4 No. 12*.
- Ladhari, R. L. (2011). Bank service quality; compering Canadian and Tunisian customer perception. *International Journal of Bank marketing*, 29(3), 224-246.
- Lee, H. S. (2010a). Effects of perceived value and service quality on customer satisfaction in the mobile phone service market. *INFORMATION. An International Interdisciplinary Journal*, . , 13(4), 1207-1218.
- Leila Rahmani-Nejad, Z. F. (2014). Service Quality, Relationship Quality and Customer Loyalty (Case Study: Banking Industry in Iran). *Open Journal of Social Sciences*, Vol.02 No.04 pp.6.
- Levesque, T. a. (1996). Determinants of customer satisfaction in retail banking. *International Journal of Bank Marketing*, 14(7), 12-20.
- Lewis, B. R. (2006). The antecedents of consumer loyalty in retail banking. *Journal ofConsumer Behaviour*,, 5(1), 15-31.
- Liu, Y. L. (2008). Relationship stability, trust and relational risk in marketing channels: Evidence from China. *Industrial Marketing Management*, 37(4), 432-446.
- Lo Liang Kheng, O. M. (2010). The Impact of Service Quality on Customer Loyalty: A Study of. *International Journal of Marketing Studies* , Vol. 2, No. 2.

- Locke, A. M. ((2001)). *Organizational Behavior: Affect in the Workplace. ....Annual Review of Psychology,53,279-307.*
- Luk, S. a. (2002). "Perception Gaps in customer expectations: Managers versus service providers and customers. *The Service Industries Journal*, Vol.22, No.2, April, pp. 109-128.
- Magesh, R. (2010). A Study on Quality of Service as a Tool for Enhancement of Customer satisfaction in banks. *Global Journal of Finance and Management*, , 2, 123-133.
- Malhotra, N. K. (2005). dimensions of service quality in developed and developing economies: multi-country cross-cultural comparison. *International Marketing Review*, , 22(3), 256-278.
- Mark Saunders, P. L. (2003). *Research Methods for Business Students*. England • London: Financial Times/Prentice Hall, .
- Mensah.R, H. &. (2006). Determinants of Ghanaian Bank service quality in a universal banking dispensation. *Banks Bank Syst*(1(2), 69-81.
- Mittal, V. &. (2001). Satisfaction, repurchase intention and repurchase behaviour; Investigating the moderating effect of customers characteristics. *Journal of Marketing Research*, 38(1), 131-142.
- Mosahab, R. M. (2010). Service Quality , Customer Satisfaction and Loyalty : A Test of Mediation. *International Business Research*, 3(4), 72–80.
- Mugenda, O. M. (1999). *Research Methods: Quantitative and qualitative approaches*. Nairobi: Acts press.
- Muslim A. and Isa, Z. (2005). "Islamic banking in Malaysia: An empirical analysis of service quality and customer satisfaction". *Proceeding of Seminar Finance and Islamic Economics*,, pp.29-30.
- Muyeed, M. A. (2012). Customer perception on service quality in retail banking in developing countries-A case study. *International Journal of marketing studies*, 4(1), 116-122.
- NCA. (2006). *Competition in Nordic Retail Banking*. Nordic competition authorities.
- Ndubisi, N. (2005). Customer loyalty and antecedents; A relational marketing approach. *Allied Academies International Conference* (págs. 10(2),49-54). Academies of Marketing Studies.
- Ndubisi, N. O. (2006). A structural equation modelling of the antecedents of relationship quality in the Malaysia banking sector. *Journal of Financial Services Marketing*, 11(2), 131-141.



- Ngo Vu Minh, N. H. (2016). The Relationship between Service Quality, Customer Satisfaction and Customer Loyalty An Investigation in Vietnamese Retail Banking Sector. *Journal of Competitiveness*, Vol. 8, Issue 2, pp. 103 - 116.
- Nunnally, J. (1978). *Psychometric Theory, 2nd ed.* New York: McGraw-Hill Book Company.
- Nyer, P. (2000). An investigation into whether complaining can cause increased consumer investigation. *Journal of consumer marketing*, 17(1) 9-19.
- Oh, H. (1999). Service quality , customer satisfaction , and customer value : A holistic perspective, 18. *Journal of Hospitality Management*, , 18: 67-82.
- Oliver R, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17,460-69.
- Oliver, R. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, No. XVII, November, pp. 460-69.
- Oliver, R. (1993). *A conceptual model of service quality and service satisfaction: compatible.* Greenwich, CT: JAI Press.
- Oliver, R. (1999). Whence consumer loyalty? *Journal of marketing*, 33.
- O'Malley, L. a. (1998). Relationship marketing in consumer markets Rhetoric or reality,. *European Journal of Marketing*,, 34 (7), pp. 797-815.
- Organ, D. L. (1995). *Personality, Satisfaction and Organizational Citizenship .....Behavior.* *Journal of Social Psychology*, 135, 339-350.
- Ovenden, A. (1995). Keep your customers happy and your competition will slowly fade away. *The TQM magazine Vol. 7 No.1*, 46-9.
- Pandit, R. D. (2016). A Study of Impact of Service Quality on Customer Satisfaction, Loyalty, Commitment & Retention. 98-120.
- Parasuraman, A. B. (1988). SERQUAL: A multiple-item scale for measuring consumer perception of service quality. *Journals of Retailing*, Vol. 64 No 1, pp. 12-40.
- Parasuraman, A. Z. (1985). A conceptual model of service quality and its. *Journal of Marketing*, 49(4), 41-50.

- Parasuraman, A. Z. (1991). Understanding customer expectation of service. *Sloan Management Review*, 32(3) 39-48.
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1994). Alternative Scales For Measuring Service Quality: A Comparative Assessment Based on Psychometric And Diagnostic Criteria,. *Journal of Retailing*, , 70 (Fal) 3, 201-230.
- Patterson, P. &. (1997). Modeling the relationship between perceived value, satisfaction and repurchase intentions in a business-to-business, services context: An Empirical examination. *International Journal of Service Industry Management*,, 8(5), 414-434.
- Portela.M.C.A.S & Thanassoulis, E. (2005). profitability of a sample of portuguese bank branches and its decomposition in to technical and allocative components. *EuropeanJournal of operational Researcch*, 162(3) 850-866.
- Ravald, A. &. (1996). The value concept and relationship marketing. *European Journal of marketing*, 30(2), 19-30.
- Reichheld, F. (1993). Loyalty-based management. *Harvard Business Review*, Vol. 71 No. 2, pp 64-73.
- Reichhold, F. F. (1994). Loyalty and renaissance of marketing. *Journa of Marketing Management*, 2(4), 10-12.
- Rust, R. T. (1994). *Service quality: insights and managerial implications fromthe Frontier*. In: Rust, R.T. and Oliver, R.L., Eds., *Service Quality: New Directions in Theory and Practice*., California:: Sage Publications,.
- Salkind, D. C. (2002). *Handbook of Research Design & Social Measurement*. USA: <http://dx.doi.org/10.4135/9781412984386>.
- Santouridis, L. a. (2010). Investigating the impact of service quality and customer satisfaction on customer loyalty in mobile telephony in Greece. *TQM Journal*, 22(3), 330-343.
- Sargeant, A. W. (2001). Customer retention - building customer loyalty Direct & Interactive Marketing. *International Journal of Marketing*, 177-214.
- Sekaran, U. (2000). *Research Methods for Business: A sikill building approach*. New York: John Wiley and Sins,Inc.
- Shanka, M. S. (2013). Bank Service Quality , Customer Satisfaction and Loyalty in Ethiopian Banking Sector. <http://www.researchgate.net/publication/256196617>, 1(1), 1–9.

- Shanka, M. S. (2012). Bank Service Quality, Customer Satisfaction and Loyalty in Ethiopian Banking Sector . *Journal of Business Administration and Management Sciences Research*, Vol. 1(1), pp. 001-009.
- Shoemaker, S. a. (1999). . Customer loyalty: The future of hospitality marketing. *Journal of Hospitality Management*, 18, 349.
- Srivastava, S. G. ( 2009). Impact of Service Quality on Customer Loyalty, Commitment and Trust in the Indian Banking Sector. *Journal of Marketing Management*, Vol. VIII, Nos. 3 & 4, pp. 74-95,.
- Stafford, M. R. (1996). Demographic discriminators of service quality in banking industry. *Journal of marketing*, Vol.10, Issue 4.
- Suki, N. M. (2013). Service Quality vs . Customer Satisfaction. *Perspectives of Visitors to a Public University Library*, , 7(2), 338–342.
- Swar, B. N. (2012). Public, Private, and Foreign banks. *Journals of Indian Management*, 9(3), 43-51.
- Systems, A. Q. (1992). *Quality Function Deployment - Practitioner Workshop*. USA.: American Supplier Institute Inc.
- Tariq, A. N. (2009). The main antecedents of customer loyalty in Moroccan banking industry. *International Journal of Business and Management Science*,, 2(2), 101-115.
- Terefe, S. (2013). *Prospect and Challenges of Private Commercial Banks in Ethiopia*. Addis Ababa: : Unity University.
- Tsegaye, A. (2016). Service Quality, Customer satisfaction and Customer loyalty. *Journal of science*, 15-16.
- Tsoukatos, E. a. (2006). “Path analysis of perceived service quality, satisfaction and loyalty in Greek insurance. *Managing Service Quality*, Vol.16, No.5, pp.501-519.
- Veličkowska, I. (2017). *organizational citizenship behavior definition determinants and effects University ....of Belgrade, Technical faculty journal in Bor*. Engineering management.
- Veloutsou, C. D. (2004). Are the determinants of bank loyalty brand specific? *Journal of Financial Services Marketing*,, 9(2), 113-125.

- Webster, C. (1989). Can consumers be segmented on the basis of their service quality expectations? *Journals of services marketing*, 3(2),35-53.
- Wieseke, J. G. (2012). On the role of empathy in customer employee interactions. *Journals of Service Research* , 15(3), 316-331.
- Wong, A. &. (2003). Service quality and Customer loyalty perspectives on two levels of retail relationships. *Journals of service marketing*, 17(5) 495-513.
- Woodside, A. F. (1989). Link service quality, customer satisfaction and behavioural intention. *Journal of Health care marketing* , vol.9 No.4, pp.5-17.
- Yamane, T. (1967). *Statistics, An Introductory Analysis, 2nd edition*. New York:: Harper and Row. York, McGraw-Hill.
- Yee, R. W. (2011). The service-profit chain: An empirical analysis in high-contact service industries. *International Journal of Production Economics*, 130(2), 236-245.
- Zafar, M. Z. (2012). Service quality, customer satisfaction and loyalty: An empirical analysis of banking sector in Pakistan. *Information Management and Business Review* , 4(3), 159-167.
- Zahir Osman, I. S. (2014). Influence of Customer Satisfaction on Service Quality and Customer Loyalty Relationship in Malaysian Commercial Banking Industry. *International Journal of Economics, Finance and Management*, VOL. 3, NO. 2,.
- Zeithaml, V. A. (1996). The behavioural consequences of service quality. *Journal of Marketing*, 31-46.
- Zerhun, S. T. (2013). competition in Ethiopia banking sector. *Africa journal of Economics*, 176-190.
- Zikmund., W. G. (2003). *Business Research Methods* . Indiana : Thomson/South-Western,.
- Zineldin, M. (2000). *TRM Total Relationship Management*,. Lund: Student litterateur.
- Zineldin, M. (2005). Quality and Customer relationship management(CRM) as competitive strategy in the Swedish banking industry. *The TQM magazine*, 17(4), 329-344.

## Annex I

### **ST. MARY’S UNIVERSTY SCHOOL OF GRADUATE STUDIES MBA PROGRAM**

#### **Questionnaire filled by Ethiopian Airlines’ passengers (frequent travelers).**

I want to thank you for your interest in my research study. The information shall be used as a primary data in my research which I am conducting as a partial requirement of my study at St Mary’s University College for completing my MBA under the School of Graduate Studies. The purpose of this research is to study the effects of organizational citizenship behavior on the quality of service in Ethiopian airlines.

All responses will be held strictly confidential and no information which could reveal your own identity will be disclosed in any data reporting. Therefore, your genuine, honest, and prompt response is a valuable input for the quality and successful completion of my research paper.

**Thank you, for your cooperation and timely response in advance**

#### **General Instructions**

- There is no need of writing your name
- In all cases where answer options are available please tick (x) or (√)in the appropriate box.

#### **PART I: Participant Information**

Q1. For how many years have you been traveling with Ethiopian airlines?

Less than 1 year’s     1-6 years     7-12 years     over 12 years

Q2) Indicate your Age range in years

20-30                       30-40                       40-50                       Over 50years



they ask there colleges for help if they have difficulty with giving solution for the passengers.					
<b>Conscientiousness</b>					
6. Agents are working in effective and efficient way in improving the service quality of the organization.					
7. The employees are Proactive to provide the passengers in needs.					
8. The staff delivers the services as per the procedure or based on the service promises.					
9. The agents are Qualified with the communication skills to communicate with the passengers.					
10. The staff delivers the services with rarely making mistakes.					
<b>Sportsmanship</b>					
11. The agents working in the organization welcome their passengers with simile and warm welcoming face.					
12. The agents are so tolerable to any question raised by customer without complaining or giving no for an answer					
13. The staffs are happy to deliver the service and					

helpful to answer for the passenger request.					
14. The agents delivering the services to the passenger friendly.					
15. The employees go extra mile to help the passengers request with out complaining or giving no for an answer.					
<b>Civic Virtue</b>					
16. Most of the employees are conscientious to the passengers for help or solution.					
17. The employees give attention to the problem and deliver quick service response for the passenger request with good manner.					
18. The employees Says good things about organization to others.					
19. The agents always have a positive attitude at work place for the customers					
<b>Service quality</b>					
20. Agents at Ethiopian airlines keep the promises they make.					
21. The agents have knowledge and knowhow of their work.					
22. Agents at the Ethiopian airlines understand passengers' problems and needs.					



23. Ethiopian airlines gates and faculties are clearly labeled as well as full of signage friendly to use.					

**PART THREE free comment if you would like to suggest**

1. Is there any experience happen to you regarding the citizenship behavior that affect or benefit the service quality of Ethiopian airline that you would like to share?
2. If you have any recommendation for Ethiopian airlines employees regarding the citizenship behavior relating with the service quality you are welcome to write below the given space.

## Appendix II

### **Interview Guide for customer service department of managers and supervisors on the effect of Organizational Citizenship Behavior on service quality at Ethiopian airlines.**

1. In your opinion to what extend do agents under your customer service department are willing and voluntarily to help as well to assist each other in the execution of their duties?
2. How often have agents performed their duties before or after normal working hours without expecting recognition or reward?
3. Do you think the team of agents under you tolerate less than ideal situations such that they do not constantly make trivial complaints?
4. How often have passengers complained about misbehaviors of your agents as well how often passengers appreciate your staff because of their polite manner?
5. To what extend has voluntary work activities by agents in your department contributed because of understanding the situation of passengers and advocate towards the effectiveness of the department?

## Appendix III

### **Interview Guide for senior customer service department agents on the effect of Organizational Citizenship Behavior on service quality at Ethiopian airlines.**

1. Do you think that agents have the habit to present creative solutions to solve customer Problem.
2. Are you confidence enough to say that we have the team work sprite within each other.
3. Do you think the motivation of agents to Takes step ahead trying to prevent problems with other employees is good or bad? If any of your answers can you elaborate.
4. Can we say that agents in here are confidence with their work thus It's so rare to them to make a mistake when they do their job? Can we discuss a little more about it.
5. As a senior agent in this company what is the culture that you develop to assist new colleagues and adjust them to the working environment.