

Full Length Research Paper

# Leadership, job satisfaction and service-oriented organizational citizenship behaviors in flight attendants

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Recent research in organizational citizenship behaviors (OCBs) has gradually shifted to service industry and its employees. This study investigated the relationships between leadership, job satisfaction, and service-oriented OCBs in airline flight attendants. The sample included 228 flight attendants employed in international airlines operating in Taiwan. The results indicated that leadership and job satisfaction are positively related to service-oriented OCBs. Additionally, a mediating effect of job satisfaction on transactional leadership and service-oriented OCBs was identified. An interesting finding is that transactional leadership has a stronger influence on job satisfaction than transformational leadership does. In an airline company, flight attendants must work with different leaders on each flight. The cabin service director must achieve the mission within a strict time period. Under this situation, perhaps transactional leadership is a more appropriate behavior and the service industry should provide a clear and definite reward system. The contribution to theory and managerial implications of this study as well as directions for future research are discussed.

**Key words:** Leadership, job satisfaction, organizational citizenship behaviors, airlines.

## INTRODUCTION

In developing tourism industries throughout the world, enterprises not only face the problems of using environmental resources and developing new products, they must also pay attention to human resources in addition to capital, technology, or tangible property; further, make them become the valuable resources of innovation and competition. In service industries, the front-line staffs who contact customers can be considered company representatives. In addition to offering customers excellent services, they must practice their in-role duties in the organization and must be willing to give extra efforts to promote operational performance and maintain organizational image (Podsakoff and MacKenzie, 1997; Podsakoff et al., 2000; Schneider and Bowen, 1993; Stamper and Van Dyne, 2003).

This concept reveals the importance of extra-role behaviors and performance by staffs which are referred to as organizational citizenship behaviors (OCBs) (Bateman and Organ, 1983; Hui et al., 1999; Organ, 1988; Smith et al., 1983; Tjosvold et al., 2003). Recent research in OCBs has gradually been shifted to service industry and its employees. Service-oriented OCBs have been studied intensively in recent years. The literature shows the importance of service-oriented OCBs--- loyalty, participation and service delivery, which are the key characteristics of service employees (Bettencourt et al., 2001; Podsakoff and MacKenzie, 1997).

The OCBs are influenced by many factors. Leadership is an important and influential factor (Podsakoff et al., 2000). A study of hospitality industry staff by Tracey and Hinkin (1994) found that leadership can enhance that staffs gain an understanding of their individual roles as they help achieve the organization's mission and their performance of OCBs. From the perspective of applying the goal of human resources to enhance performance, a good leader not only must establish a strategic vision for

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the organization, but also has to set up operational performance goals. Such goals are essential for supporting and encouraging employees to exhibit OCBs (Koys, 2003). Bass (1985) proposed that transformational leadership surpasses the limitations of traditional transactional leadership concepts, but these two leadership styles can also complement and compensate for each other to enhance job performance (Hinkin, and Tracey, 1994; Podsakoff et al., 1990), and further increase the positive perceptions and OCBs of subordinates. Wirtz et al. (2008) also indicate leadership and relationship management with staff play a key role in the success of airlines' training initiatives. Therefore, the question is whether leaders should interact with subordinates to encourage OCBs that promote organizational performance. This issue is explored in this study.

Even so, before requiring staff being willing to improve working efficiency, the staff also express their emotional reaction to the working environment; namely, they judge the realized level of psychological contract by the positive or negative conditions they perceive in their work. When the staffs perceive a balance between their contributions and their incentives, job satisfaction improves (Chimanikire et al., 2007; Schermerhorn, Hunt, and Osborn, 1994; Williams, 1998). Previous studies indicate that leaders influence job satisfaction and that leadership and job satisfaction are positively related (Medley and Laroche, 1995; Ogaard et al., 2008; Stoker et al., 2001; Yammarino and Dubinsky, 1994). Therefore, when a job satisfaction improves, employees devote themselves to improving organizational performance and display positive OCBs (Bateman and Organ, 1983; Netemeyer et al., 1997; Organ and Ryan, 1995; Smith et al., 1983; Williams and Anderson, 1991). Job satisfaction also influences OCBs more than extra-role behaviors do (Konovsky and Pugh, 1994; Moorman, 1991). This study examines how leaders can improve the job satisfaction of subordinates by utilizing appropriate leadership to encourage OCBs. Although OCBs have been increasingly applied to hospitality industry, there has been little such application in the case of airline cabin staff. The flight attendants of international airlines in Taiwan work long hours and face issues arising from the work environment, time differences, periods of separation from their family, possible health problems etc. The nature of the work also imposes pressures on cabin service directors who are responsible for ensuring job standardization and performance, good team morale and who act as intermediary between the flight attendants and ground based administrative departments. Therefore, leadership by cabin service directors is very important to the flight attendants. Additionally, the team members of each flight are different, so communication, negotiation and agreement among colleagues influence the working atmosphere and service performance. This shows how important OCBs are to flight attendants.

In summary, this research analyzes flight attendants for

international airlines in Taiwan to elucidate the relationships between leadership, job satisfaction, and OCBs. Understanding such relationships not only refines the theory, but also provides new insights into practical management of airlines.

## CONCEPTUAL FRAMEWORK AND HYPOTHESES

### Organizational citizenship behaviors

The concept of OCBs associated with voluntary cooperation was first proposed by Barnard (1938); namely, some affairs cannot be completed only by formal organizations. Especially after studies published by Hawthorne, informal organizations were found to be the main factor of cooperation. That is, the cooperation of team members is a prerequisite for an efficient organization rather than a product of an organization. Katz (1964, 1966, 1978) then expanded the concept proposed by Barnard (1938) and proposed the idea of innovation and voluntary extra-role behaviors, that is, to keep the organization operate efficiently, it is necessary to maintain three behaviors:

1. Employees must be induced to remain within the system;
2. They must perform their roles dependably;
3. There must be innovative and spontaneous activity in achieving organizational objectives that go beyond the role specifications.

Organizations require more than just the former two in-role behaviors; a third group of extra-role behaviors are needed.

The concept of OCBs was first proposed by Bateman and Organ (1983). Smith et al. (1983) defined it as behaviors that are "not beneficial to organizational performance and were decided by the members of the organization. For these behaviors, there were no formal contracts or standards, and no formal rewarding system. Even though the staff did not display these behaviors, they would not be punished". Recently, due to the rapid development of service industries, the concepts of OCBs have been applied in the service industry and its staff. Therefore, service-oriented OCBs began to focus on this aspect (Podsakoff and MacKenzie, 1997; Van Dyne et al., 1994). Thereafter, Bettencourt et al. (2001) analyzed service staff to develop the concept of service-oriented OCBs. Its definition was the behaviors intended to deliver quality service. These staffs acted as representatives of the organization to outsiders and could enhance or diminish organizational image. So it is important for these staff to engage in loyalty OCBs spontaneously-acting as advocates to outsiders not only of the organization's products and services but also of its image, and the customers would be impressed. The staff is the main source of information that can satisfy customers and

suggest improvements in service delivery. Hence, their participation and devotion can help companies understand customer demands and service delivery process. Staff conscientiousness is the basis of service delivery because good service requires trustfulness, briskness, consideration, and so on. The OCBs of the staff are indispensable organizational performance. Therefore, service-oriented OCBs were the staff being "loyalty" to organizations "actively participating" in the activities and offering perfect "service delivery". It could contribute to promote service quality and reach organizational performance. However, understanding the important factors that influence staff OCBs is the main objective of this study.

### **Antecedents of organizational citizenship behaviors**

The many factors that influence OCBs include staff characteristics and organizations related. Podsakoff et al. (2000) reviewed previous empirical research and deduced that the antecedents of OCBs can be classified as personal characteristics, job characteristics, organizational characteristics, and leadership. Among them, working attitude, working variables and leadership influenced OCBs more than other antecedents did; for example, job satisfaction and OCBs were positively related (Bateman and Organ, 1983; Netemeyer et al., 1997; Organ and Ryan, 1995; Smith et al., 1983; Williams and Anderson, 1991). Good leadership is essential for encouraging OCBs. Its supporting behaviors strongly influenced OCBs and even constituted the perception of organizational support and the effect of employee satisfaction. Transformational leadership influences citizenship behaviors because it raises expectations about staff performance (Bass, 1985; Burns, 1978; Kouzes and Posner, 1987). Therefore, the relationships between leadership, job satisfaction, and service-oriented OCBs are explored in this research.

### **Job satisfaction**

The concept of job satisfaction was first developed from the Hawthorne studies of the late 1920s and early 1930s by Elton Mayo at the Hawthorne plant of the Western Electric Company in Chicago. The result was that the emotions of employees can influence their working behaviors. Social relationships and psychological factors are the main causes of job satisfaction and productivity in employees (Robbins, 2002). Hoppock (1935) defined job satisfaction as the positive feelings of employees about psychological and physical factors associated with their jobs. Restated, it could be defined as the subjective reaction of employees to working context, including the coordination of individual psychology, physiology and working environment (Wright, 2006). As Schneider and

Snyder (1975) noted job satisfaction as a personal evaluation of conditions present in the job, or outcomes that arise as a result of having a job. It could also result in personal satisfaction with the job itself.

In a number of studies, job satisfaction was examined as a potential cause, correlate, and consequence of both work-related and non-work variables. It had examined the potential situational (Jackson and Schuler, 1985; Loher et al., 1985; Rothmann and Agathagelou, 2000) and dispositional (Judge and Bono, 2001) causes of job satisfaction and also had been examined as a potential cause of important work-related behaviors, such as job performance (Iaffaldano and Muchinsky, 1985; Judge et al., 2001; Petty et al., 1984), absenteeism (Farrell and Stamm, 1988). Therefore, job satisfaction was the most widely-studied topic in industrial and organizational psychology (Spector, 1997).

Given the widely varying definitions of job satisfaction in the literature, contained comprehensiveness, difference and reference framework and resulted in the difference of operational definitions of job satisfaction, the present study has not precedent in the literature for selecting for the most appropriate dimensions of job satisfaction. In a survey of job satisfaction measurement instruments, Dunham et al. (1977) found that Minnesota satisfaction questionnaire (MSQ) developed by Weiss et al. (1967) was quite good at convergent validity and discriminant validity. The MSQ revealed fewer errors caused by demographic variables such as gender, possessions, and so on. For the main concept of job satisfaction, Weiss et al. (1967) defined job satisfaction as the attitudes and viewpoints of workers regarding their jobs and the relevant environments including intrinsic and extrinsic satisfaction. Intrinsic satisfaction was related to job itself or the feeling for the job, such as the independence and achievement of job. Extrinsic satisfaction was related to job itself such as salary and wages, colleagues. Overall satisfaction is measured by calculating and combining the scores for intrinsic and extrinsic satisfaction. Evidence exists supporting some degree of discriminant validity between these two components of job satisfaction in their relationships with other relevant variables (Hirschfeld, 2000). Hence, MSQ is used as a job satisfaction measure in this study.

Organ and Ryan (1995) viewed job satisfaction as an emotional status and its essence was attitude. The attitude results in the occurrence of OCBs. After reviewing fifty-five studies, Podsakoff et al. (2000) proposed that attitude had strong explanation for OCBs; and, job satisfaction had strong influence on OCBs (Konovsky and Pugh, 1994; Moorman, 1991; Fassina et al., 2008). Bateman and Organ (1983) argued that job satisfaction is achieved through organizational efforts. To reciprocate, employees may seek feedback regarding their efforts. Employees with lesser ability or opportunities to display productivity or innovative solutions tend to reciprocate by exhibiting self-control citizenship behaviors. The satisfied

behaviors. The satisfied staffs have more positive emotions which affect staff OCBs (Williams and Anderson, 1991). According to Organ and Lingl (1995), altruistic OCBs are positively influenced by job satisfaction which was also revealed in empirical research by Bolon (1997), Kuehn and Al-Busaidi (2002). Service-oriented OCBs revealed similar results (Bettencourt et al., 2001). Therefore, the inference that job satisfaction of flight attendants positively influences service-oriented OCBs is well supported.

H<sub>1</sub>: Job satisfaction is positively related to service-oriented OCBs of loyalty, service delivery, and participation.

### **Leadership behaviors, job satisfaction, and service-oriented OCBs**

In rapidly changing business environments, leaders must respond to the working environment and employ different leadership strategies to promote efficiency. Since the 1980s, most research in leadership focused on transactional leadership and transformational leadership (Yukl, 2001). Bass (1985) argued that transactional leadership gained the devotion of subordinates by providing role clarification and clear rewards and punishments. Therefore, transactional leadership emphasizes that positive or negative feedback restricts employee behavior. Transactional leadership has two functions: providing contingent rewards by identifying and praising superior performance, and administering contingent punishment by giving clear and definite rectification, criticism, or warning for poor performance (Podsakoff et al., 1990; MacKenzie et al., 2001).

Leadership that complements transactional leadership and surpasses its limitation of exchanging characteristics is referred to as transformational leadership. It mainly guides organizational members to surmount original vision, belief, value and ability, and then approved the goals of the director and team to display positive working performance. Podsakoff et al. (1990) organized the contention of transformational leadership and categorized these dimensions of "identifying and articulating a vision", "providing an appropriate model", "fostering the acceptance of group goals", "high performance expectations", "providing individualized support" and "intellectual stimulation". Other studies report that transactional leadership and transformational leadership positively influence job satisfaction (Yammarino and Dubinsky, 1994). Medley and Larochelle (1995) found that transformational leadership is positively related to job satisfaction. That is, because transformational leadership affects both leaders and subordinates, it can transform individual benefits into organizational benefits. It could motivate employees and further increase job satisfaction. Namely, transformational leadership anticipates the affectional attachment of staff, motivates their behavior, and even leads them to reach

team performance under self advantages, so the outcomes of staff efforts surpass what was expected. Because organizational goals are reached under self advantage, job satisfaction is also increased.

However, extrinsic satisfaction (including good working environment, welfare, high salary and wages, promotion, etc.) can be obtained by transactional leadership. When transactional leadership is effective, job satisfaction is associated with the perceived fairness of rewards. However, if subordinates do not approve or are not fully committed, transactional leadership differs from transformational leadership. Therefore, the following hypotheses are proposed:

H<sub>2a</sub>: Transactional leadership, transformational leadership and job satisfaction are positively related.

H<sub>2b</sub>: Job satisfaction has a stronger association with transformational leadership than with transactional leadership

To realize their visions, leaders must persuade their staff to fulfill their ideals by clearly expressing concepts. The common vision of the organization is to motivate the staff and make them willing to work hard for self-rewarded (Bass, 1990). Therefore, managers should have a vision of good service, cultivate ability of subordinates, and use appropriate reward to promote them. Research indicates that transformational leadership influences OCBs because its main meaning was to make the staff over-expected (Bass, 1985; Burns, 1978; Kouzes and Posner, 1987). The additional behaviors may also determine the styles of OCBs. Transformational leadership emphasizes vision development, idealized influence, individualized consideration and team work (MacKenzie et al., 2001), so it is helpful to accelerate members' trustfulness, responsibility and value of keeping excellent service to the organization, and then display OCBs: loyalty, service delivery and participation.

Podsakoff et al. (1990) showed that contingent reward is positively associated with OCBs. Studies of contact persons showed that appropriate contingent punishment enhances the perceived role of service providers and gives them the ability to serve guests on the basis of extra-role behavior. MacKenzie et al. (2001) proposed that, if organizational members feel ignored are indifferent or not devoted to the organization, managers give negative feedback. An atmosphere of fairness is essential for encouraging OCBs. An effective transactional leader must exchange leadership with subordinates in tangible or intangible conditions, and tended to request the completion of a mission and the commitment of subordinates. Organizational reward and punishment is required to influence the working performance of subordinates (Tracey and Hinkin, 1994). Studies indicate that contingent reward of transactional leadership has a stronger effect on subordinate performance than contingent punishment does (Chen and Farh, 1999; MacKenzie et al., 2001; Podsakoff et al., 1990).

MacKenzie et al. (2001), in a study of sales personnel, found that contingent reward positively influences staff performance and OCBs, and contingent punishment negatively influences both factors. Podsakoff et al. (1990) pointed out that contingent reward of transactional leadership positively influences OCBs. Therefore, this study proposes:

H<sub>3a</sub>: Transformational leadership and loyalty, service delivery, and participation of OCBs are positively related.

H<sub>3b</sub>: Transactional leadership and loyalty, service delivery, participation of OCBs are positively related.

The above hypotheses are integrated in the research model as mediators of job satisfaction. Specifically, the influence of transformational leadership and transactional leadership are reflected in how subordinates perceive job satisfaction. Perceived job satisfaction makes subordinates be willing to display OCBs. Therefore, the following hypothesis is proposed.

H<sub>4</sub>: Transformational leadership and transactional leadership can contribute to increase the subordinates' job satisfaction, and influence loyalty, service delivery, participation of OCBs through job satisfaction.

## **METHODOLOGY**

### **Sampling**

Based on this conceptual framework, the subjects in this study, flight attendants for international airlines in Taiwan, were analyzed to explore the influence of leadership by cabin service director. Firstly, a pilot study of fifty flight attendants was performed to ensure that the questionnaire was complete, clear, and reliable. After confirming the items, the questionnaires were distributed to cooperating airlines by employing convenience sampling. Out of 300 questionnaires distributed for the study, 240 were collected. After eliminating incomplete responses, 228 samples were obtained, which was a response rate of 76%. Most respondents were 30 - 39 years old (53%) and 21 - 29 years old (45.6%), and 100% were female attendants. Additionally, 55% (n = 173) were single, and most (61%) were college educated.

### **Measures**

#### **Leadership behavior**

In this study, leadership was classified as transformational or transactional. According to the items, the scale was developed. Transformational leadership and transactional leadership were defined as in Podsakoff et al. (1990) with some modification. Transformational leadership and transactional leadership were measured by twenty-three and seven items respectively. The Cronbach  $\alpha$  was 0.86 after pilot study which indicated good reliability. The responses were on a Likert scale from 1 - 5 points for "strongly disagree" to "strongly agree" respectively.

#### **Job satisfaction**

Job satisfaction was assessed using the Minnesota satisfaction

questionnaire (MSQ) twenty-item short form, with some modifications (Weiss et al., 1967). The instrument contained seven items to measure three dimensions: extrinsic satisfaction, intrinsic satisfaction, and overall satisfaction. Cronbach  $\alpha$  was 0.85 after pilot study. This scale employed a Likert scale from 1 - 5 points for strongly disagree to strongly agree respectively.

#### **Service-oriented organizational citizenship behaviors (OCBs)**

The OCBs were referred and modified from Bettencourt et al. (2001). Three dimensions, loyalty, service delivery and participation, were measured using sixteen items. Cronbach  $\alpha$  was 0.88 after pilot study. This scale was recently developed to measure OCBs in first-line service staffs and was considered appropriate for the subjects in this research. Although OCBs is usually measured by both supervisors and staff, Bettencourt et al. (2001) pointed out those measuring OCBs by first-line staff not only reveals individual attitudes, but also shows how attitude is related to OCBs. These scales employed Likert scale from 1 - 5 points (for strongly disagree to strongly agree, respectively).

#### **Common method variance**

Self-reported data raise concerns about the possible existence of a common method bias (Podsakoff et al., 2003). As a cross-sectional, single respondent approach was used to collect data, common method variance was controlled for by adopting widely accepted practices in questionnaire design (Lindell and Whitney, 2001; Podsakoff and Organ, 1986). First of all, the issue of tendency to agree with attitude statements regardless of content" (Podsakoff et al., 2003) was addressed by reverse scoring the same proportion of items in each of the scales used. In addition, questions were not presented in a particular order in order to avoid respondent fatigue and avoid transient mood states (Podsakoff et al., 2003). The length of the final questionnaire was shortened, and variations were used in the wording of the items. Then, in order to avoid over-justification effects, respondents were unaware of the nature of the relationships under investigation. Finally, Harman's single factor test was used post hoc to test for common method variance (Harman, 1967; Podsakoff and Organ, 1986). Results of the prescribed factor analysis revealed six factors, with no dominant factor accounting for the majority of the total variance (Menon et al., 1996). Additionally, the application of the marker variable technique was also used and only showed minor correlation variations when corrected for common method variance (Lindell and Whitney, 2001). Thus, the results were similar to the conclusions of Malhotra et al. (2006) common method variance was not considered to be a problem in this research.

#### **Analysis**

The data in this study were tested for reliability and correlations, and hierarchical regression was performed. The Cronbach  $\alpha$  was employed to measure reliability. To measure validity, scales were examined as in previous research to assess content validity. The relationship of each dimension and the hypotheses were then examined by hierarchical regression. Finally, after reviewing the analytical results, practical suggestions are proposed.

Data analysis focused on the relationship of service-oriented OCBs to perceived leadership behaviors of cabin service directors and its relationship to the job satisfaction of flight attendants. The Cronbach's alpha was employed to measure reliability. The scales utilized in this research had been validated in previous studies as having good content validity. Additionally means, standard deviations, and where applicable, Cronbach  $\alpha$  were measured for the

**Table 1.** Mean and SD of items and reliability of dimensions (n=228).

<b>Dimensions/items</b>	<b>Mean</b>	<b>SD</b>	<b>Cronbach's <math>\alpha</math></b>
<b>Leadership Behavior</b>			
<b><i>Transformational Leadership</i></b>			0.88
Encourages me to think about old problems in new ways.	2.71	0.84	
Acts without considering my feelings. (R)	3.63	0.83	
Fosters collaboration among work groups.	2.79	0.89	
Has a clear understanding of where we are going.	2.61	0.89	
Asks questions that prompt me to think.	3.13	1.04	
Shows respect for my personal feelings.	2.56	0.96	
Encourages employees to be "team players".	2.71	1.0.	
Paints an interesting picture of the future for our group.	2.81	0.96	
Has stimulated me to rethink the way I do things.	2.90	0.98	
Behaves in a manner thoughtful of my personal needs.	2.54	1.02	
Gets the group to work together for the same goal.	2.88	0.97	
Is always seeking new opportunities for the organization.	3.03	1.05	
Has ideas that have challenged me to reexamine some of basic assumptions about my work.	3.02	0.94	
Treats me without considering my personal feelings. (R)	3.48	0.90	
Develops a team attitude and spirit among employees.	3.02	0.98	
Inspires others with his/her plans for the future.	2.72	0.89	
Shows us that he/she expects a lot from us.	2.75	0.92	
Leads by "doing" rather than simply by "telling".	2.79	0.97	
Insists on only the best performance.	3.50	0.98	
Leads by example.	2.72	0.93	
Is about to get others committed to his/her dream.	2.71	0.92	
Provides a good model for me to follow.	2.72	0.93	
Will not settle for second best.	3.10	0.85	
<b><i>Transactional Leadership</i></b>			0.78
Always gives me positive feedback when I perform well.	2.79	0.89	
Gives me special recognition when my work is very good.	2.19	0.98	
Commends me when I do a better than average job.	3.13	1.04	
Frequently does not acknowledge my good predominance. (R)	3.13	1.04	
Clearly tells me unable to accept the job performance which is behind the average.	2.72	0.89	
Warns me for the job performance which is behind the average. .	3.02	0.94	
Clearly points out what my job performance doesn't meet the requirements.	3.02	0.94	
<b><i>Job satisfaction</i></b>			0.88
My pay and the amount of work I do.	3.62	0.88	
The working conditions.	3.54	0.95	
The chances for advancement on this job.	4.11	0.69	
The feeling of accomplishment I get from the job.	3.88	0.79	
The way my job provides for steady employment.	3.32	1.01	
The way my co-workers get along with each other .	4.25	0.68	
The whole regarding the job I was satisfied.	3.88	0.85	
<b>Service-Oriented OCBs</b>			
<b><i>Loyalty</i></b>			0.77
Tells outsiders this is a good place to work.	2.20	0.97	
Says good this about organization to others.	2.63	1.15	
Generates favorable goodwill for the company.	3.54	0.95	
Actively promotes the firm's products and services.	3.32	1.01	

**Table 1.** Cont'd

Encourages friends and family to use firm's products and services.	2.93	0.98	
<b>Service delivery</b>			0.79
Follows customer service guidelines with extreme care.	3.75	0.87	
Conscientiously follows guidelines for customer promotions.	3.85	0.77	
Follows up in a timely manner to customer requests and preambles.	4.11	0.69	
Performs duties with unusually few mistakes.	4.25	0.68	
Always has a positive attitude at work.	3.69	0.90	
Regardless of circumstance, exceptionally courteous and respectful to customers.	3.80	0.94	
<b>Participation</b>			0.84
Contributes many ideas for customer promotions and communications.	3.92	0.73	
Makes constructive suggestions for service improvement.	3.62	0.88	
Frequently presents to other creative solutions to customer problems.	3.88	0.79	
Encourages co-workers to contribute ideas and suggestions for service improvement.	3.88	0.85	
Takes home brochures to read up on products and service.	3.09	1.02	

**Table 2.** Correlation analysis (n=228).

	Mean	S.D.	1	2	3	4	5	6
1. TFLs	2.91	0.50	1.00					
2. TSLs	2.86	0.63	0.809**	1.00				
3. JS	3.80	0.64	0.250**	0.267**	1.00			
4. OCB-L	2.29	0.73	0.412**	0.403**	0.672**	1.00		
5. OCB-S	3.91	0.57	0.195**	0.143*	0.740**	0.303**	1.00	
6. OCB-P	3.68	0.66	0.260**	0.278**	0.904**	0.623**	0.672**	1.00

\* $p < 0.05$ ; \*\*  $p < 0.001$ ; TFLs = transformational leadership; TSLs = transactional leadership; JS = job satisfaction; OCB-L = loyalty; OCB-S = service delivery; OCB-P = participation.

the variables. The relationship of the variables was analyzed by correlation analysis. Mediation analyses followed procedures for hierarchical regression, as outlined by Kenny et al. (1998). Multiple regression analyses were performed to examine the effects of leadership behavior, job satisfaction on service-oriented OCBs and to examine whether the leadership behavior of cabin service directors predicts job satisfaction. The regression analysis results were used to construct a path diagram describing the causal model in which job satisfaction was a mediating variable, with the influence of leadership behaviors on service-oriented OCBs being partially accounted for via its influence on job satisfaction. Finally, theoretical and practical implications of this study are discussed.

## RESULTS

Table 1 presents the results of descriptive statistics and reliabilities. For the correlation analysis, all independent variables except for job satisfaction were significantly and positively related to each dimension of service-oriented OCBs. As in Table 2, hypothesis 1 proposed a relationship of job satisfaction and service-oriented OCBs which showed significant correlation with loyalty ( $r = 0.672$ ,  $p < 0.001$ ), service delivery ( $r = 0.740$ ,  $p < 0.001$ ) and

participation ( $r = 0.904$ ,  $p < 0.001$ ). Thus, hypothesis 1 was supported.

Hypothesis 2a proposed that job satisfaction is correlated with transformational leadership ( $r = 0.250$ ,  $p < 0.001$ ) and transactional leadership ( $r = 0.267$ ,  $p < 0.001$ ). Thus, Hypothesis 2a was supported. According to Hypothesis 2b, job satisfaction had a stronger association with transactional leadership (equal to 0.188,  $p < 0.05$ ) than with transformational leadership did (equal to 0.098, n.s.) from Table 3. Thus, Hypothesis 2b was unsupported. Hypotheses 3a and 3b examined the relationships of leadership behavior and service-oriented OCBs. The results for Hypotheses 3a and 3b in Table 2 indicate that transformational leadership had a significant and positive correlation with loyalty ( $r = 0.412$ ,  $p < 0.001$ ), service delivery ( $r = 0.195$ ,  $p < 0.001$ ) and participation ( $r = 0.260$ ,  $p < .001$ ). Hence, Hypothesis 3a was supported. However, transactional leadership and loyalty ( $r = 0.403$ ,  $p < 0.001$ ), service delivery ( $r = 0.143$ ,  $p < 0.05$ ), participation ( $r = 0.278$ ,  $p < 0.001$ ) were positively related. Thus, Hypothesis 3b was also supported.

Hypothesis 4 examined the mediating effect of job

**Table 3.** Regression analysis of job satisfaction and leadership behavior.

	JS
TFLs	0.098
TSLs	0.188*
R <sup>2</sup>	0.074
Adjusted R <sup>2</sup>	0.076
F	9.050**

\* p < 0.05; \*\* p < 0.001.

**Table 4.** Hierarchical regression of service-oriented OCBs on different sets of independent variables (leadership behavior, job satisfaction).

	1			2		
	OCB-L	OCB-S	OCB-P	OCB-L	OCB-S	OCB-P
TFLs	0.191*	0.157*	0.013	0.250*	0.231*	0.100
TSLs	0.088	-0.184*	0.030	0.200	-0.043	0.197
JS	0.601**	0.750**	0.893**			
R <sup>2</sup>	0.518	0.560	0.819	0.184	0.039	0.081
Adjusted R <sup>2</sup>	0.511	0.554	0.817	0.177	0.030	0.073
ΔR <sup>2</sup>	0.334**	0.524**	0.744**			
F	80.114**	94.910**	338.371**	25.327**	4.548*	9.892**

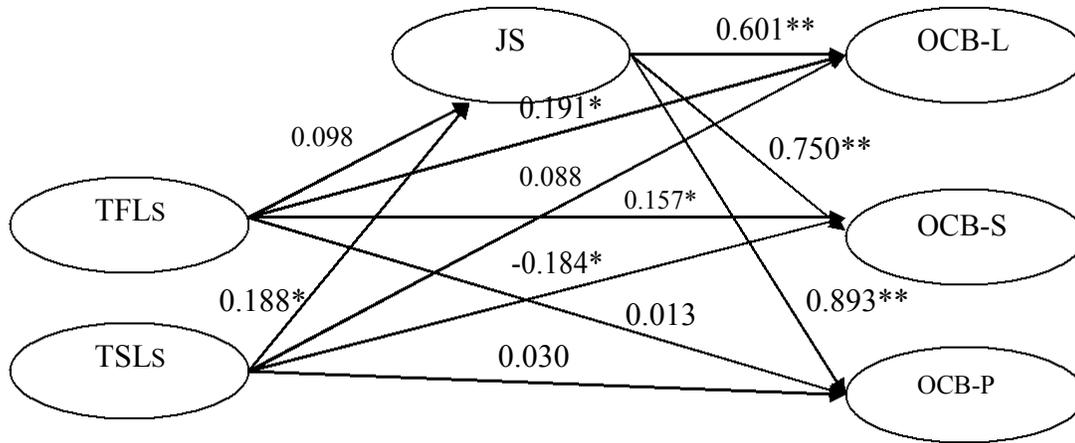
\* p < 0.05; \*\* p < 0.001; Column 1 = all independent variables are entered; Column 2 = only leadership variables are entered.

satisfaction on leadership behavior and service-oriented OCBs. These mediating effects were examined by hierarchical regression analysis as described by Kenny et al. (1998). Hierarchical regression was employed to examine the direct and indirect effects (that is, effects mediated by job satisfaction) of leadership behavior on service-oriented OCBs. Table 4 shows the regression analysis results including two models. Model 1 explored the mediating effect of job satisfaction on service-oriented OCBs and leadership behavior. Model 2 explored the relationship of service-oriented OCBs and leadership behavior. Table 3 shows the results of regression analysis of leadership behavior and job satisfaction. Figure 1 shows a path diagram of the results from Table 3 and the model 1 results from Table 4. Figure 1 shows the significant positive effect of transformational leadership on loyalty ( $\beta = 0.191$ ,  $p < 0.05$ ). Transformational leadership also revealed a significant positive and direct effect on service delivery ( $\beta = 0.157$ ,  $p < 0.05$ ); however, transactional leadership had a significant negative direct effect ( $\beta = -0.184$ ,  $p < 0.05$ ). Additionally, leadership behaviors had no significant effect on participation ( $\beta = 0.013$  and  $0.030$ ). However, several significant indirect paths were observed from leadership to service-oriented OCBs via

leadership to service-oriented OCBs via job satisfaction. Among these paths, the strongest indirect effect was that of transactional leadership on service-oriented OCBs via job satisfaction.

According to Baron and Kenny (1986), there are three regression equations to provide the tests of the linkages of the mediational model. To establish mediation, the following conditions must hold. First of all, the independent variable (leaderships) must affect the mediator (job satisfaction) in the first equation (Table 3). The second, the independent variable (leaderships) must be shown to affect the dependent variable (OCBs) in the second equation (Table 4). Finally, the mediator (job satisfaction) must affect the dependent variable (OCBs) in the third equation (Table 4 and Figure 1). If these conditions all hold in the predicted direction, then the effect of the independent variable on the dependent variable must be less in the third equation than in the second. Perfect mediation holds if the independent variable has no effect when the mediator is controlled.

To test for mediation, Table 5 compares the direct and indirect effects of leadership behavior on service-oriented OCBs. The direct effects were revealed by  $\beta$  coefficients of leadership behavior on regression Model 1 (Table 4)



**Figure 1.** Direct and indirect impact of leadership behaviors on service-oriented OCBs with job satisfaction as mediators. \* $p < 0.05$ ; \*\*  $p < 0.001$ ; TFLs = transformational leadership; TSLs = transactional leadership; JS = job satisfaction; OCB-L = loyalty; OCB-S = service delivery; OCB-P = participation.

**Table 5.** Direct and indirect effects on service-oriented OCBs.

	Direct effect			Total indirect effect			Total effect: (Direct + Indirect)		
	OCB-L	OCB-S	OCB-P	OCB-L	OCB-S	OCB-P	OCB-L	OCB-S	OCB-P
TFLs	0.191	0.157	0.013	0.059	0.074	0.087	0.250	0.231	0.100
TSLs	0.088	-0.184	0.030	0.112	0.141	0.167	0.200	-0.043	0.197

and Table 5. Model 2 (Table 4) and Table 5 also shows that the total effect of leadership was given by regression coefficients on service-oriented OCBs without the effect of mediating variables. Finally, the total indirect effects of leadership behavior were measured by comparing the total effect and direct effect (Table 5). Table 5 shows that the total effect of transformational leadership on *loyalty* (equal to 0.250, Adjusted  $R^2 = 0.511$ ,  $\Delta R^2 = 0.334$ ) and service delivery (equal to 0.231, Adjusted  $R^2 = 0.554$ ,  $\Delta R^2 = 0.524$ ) had approximately equal direct effects 0.191 and 0.157 respectively, and approximately equal total indirect or mediating effect (equal to 0.059 and 0.074) with the exception of participation. For transactional leadership, the total effect on service delivery along (equal to -0.043, Adjusted  $R^2 = 0.554$ ,  $\Delta R^2 = 0.524$ ) was comprised of approximately equivalent direct effects (equal to -0.184) and total indirect or mediating effects (equal to 0.141). However, the direct, totally indirect, and total effects on loyalty and participation were not significant. Interestingly, Figure 1 shows that transactional leadership had a positive indirect effect on service delivery via its influence on job satisfaction. Finally, there was no totally indirect effect of transformational leadership on service-oriented

OCBs. Thus, hypothesis 4 was partially supported.

## DISCUSSION

This research explored how leadership behavior and job satisfaction affect OCB as well as the mediating effect of job satisfaction on leadership behavior and service-oriented OCBs. The results indicate that the leadership behavior of supervisors substantially influences OCBs by staff and encourages the staff to work harder to achieve organizational goals. Transformational leadership not only promotes the job satisfaction of staff, but also increases their performance of organizational citizenship behavior.

These empirical data indicate that job satisfaction can inspire staff to perform more OCBs, as proposed in Bettencourt et al. (2001). Regarding service-oriented OCBs, participation had the strongest influence followed by service delivery and loyalty. Therefore, organizations should clarify the factors that enhance employee satisfaction and implement strategies (such as good organizational culture and support), to facilitate good working environment and characteristics.

Further, it inspires staff to exhibit OCBs by increasing

their job satisfaction. However, organizations should investigate employee job satisfaction regularly to understand their concerns and to adopt suitable management system (such as fair salary and wages, welfare, educational training and psychological consultation) to reduce their dissatisfaction. Thus, staff can display OCBs voluntarily to promote overall service quality and organizational performance which are beneficial to customers and other staffs.

These analytical results also indicate that transformational and transactional leadership significantly and positively influence job satisfaction. Interestingly, however, transactional leadership has stronger influence than transformational leadership does, also with predicting effect, which differs from the research results obtained by Medley and Larochelle (1995). Because flight crews constantly change, flight attendants must face different cabin service directors' leaderships. Although the flight attendants surveyed in this study believed that transformational leadership by their directors would influence their job satisfaction, transactional leadership can offer more realistic rewards on the basis of exchanging relationship. If the flight attendants obtained higher remuneration and support from the leader, their satisfaction would increase. Hence, according to the literature and the results of this research, job characteristics are an influential factor on the relationship of leadership and job satisfaction.

Additionally, leadership has significantly positive influence on OCBs which confirms earlier reports (Bass, 1985; Burns, 1978; Chen and Farh, 1999; Kouzes and Posner, 1987; MacKenzie et al., 2001; Podsakoff et al., 1990). However, only transformational leadership positively affects loyalty and service delivery, transactional leadership does not. The data indicate that, for cabin service directors, transformational leadership is a departure from the concept of leading from top to the bottom; charisma and vision are the key elements. Leaders should have positive and respectful attitudes towards members and should try to show concern about them; further, they should attempt to motivate and encourage the staff to strive to exceed expectations. Employees who perceive effective of transformational leadership are likely to exhibit loyalty and service delivery of service-oriented OCBs.

For the relationships of leadership, job satisfaction and service-oriented OCBs, job satisfaction has only a mediating effect on transactional leadership and service delivery. Restated, cabin service directors can promote job satisfaction in their staff by means of positive and negative rewarding ways under the working environment of airlines. These actions can ensure that staff obey the service regulations and offer good service to customers. Podsakoff et al. (1990) similarly proposed that contingent rewarding is positively associated with OCBs. If the staff avoided, ignored, or dulled in the input into organizational benefits, the supervisors can give negative feedbacks in

accordance with its degree. The resulting atmosphere of fairness would be expected to increase OCBs (MacKenzie et al., 2001). Particularly in the tourism and hospitality industries, establishing a climate of fairness is essential. Perceived unfairness may induce employees to resort to trickery and exhibit deviant behaviors (Schneider et al., 1994). Moreover, it can promote extrinsic and intrinsic satisfaction of staff to encourage positive OCBs.

In summary, leaders should strive to promote the transformation of organizational value, letting members like the group, and modeling the faith that team members surmount themselves through condensing everybody's centripetal force. And, owing to the tough working environment, suitable rewarding and punishing feedbacks can increase first-line employees' OCBs. This would not only enable enterprise leaders and members to establish trusting relationships, it would also enhance corporate image and then represent paying attention to customers and serious attitude while providing service. Meanwhile, the staff would like to offer the suggestions of improving services, and motivate extra-role behaviors as OCBs. It will be favorable to the establishment of airlines' overall image.

## CONCLUSION AND SUGGESTIONS

The relationships between leadership and job satisfaction, between job satisfaction and OCBs, and between leadership and OCBs have been analyzed in previous studies; even so, the proposed model for flight attendants yielded valuable data. The mediating effect of job satisfaction is emphasized; accordingly, further study is needed to clarify the influence of leadership on job satisfaction.

An interesting finding is that transactional leadership has a stronger influence on job satisfaction than transformational leadership does. In an airline company, a mission statement that is supported by a value-driven culture becomes a touchstone for organizational behavior and decision-making, and it also drives the organization and the values-driven culture ensures that employees have a role in supporting and shaping the values of the organization (Kemp and Dwyer, 2003). Additionally, flight attendants must work with different leaders on each flight. The cabin service director must achieve the mission within a strict time period. They are the distinctive job characteristics of this industry. Under this situation, perhaps transactional leadership is a more appropriate behavior. Therefore, an important finding of this study is that the service industry should provide a clear and definite reward system.

The results in this study have some practical implications for management. Notably, understanding employee satisfaction should be more than just a slogan. The service industry must improve organizational performance and do more to encourage OCBs.

Managers who employ appropriate leadership behaviors can increase job satisfaction and encourage OCBs further. The display of OCBs can improve organizational performance. In service industries, promoting service-oriented OCBs can improve service quality which is related to performance. Under this market with keen competition, in order to survive or even take the lead, it is important and meaningful to the managers of airlines.

In this analysis, leadership and service-oriented OCBs are measured by self-assessment which may have produced measurement errors and is a limitation of this research. Regarding future research, this research framework needs further study to determine whether it can be generalized to other tourism and hospitality industries such as hotels, restaurants or travel agencies. Further, the influence of job characteristic on leadership and OCBs needs further study. Most studies of OCBs have employed quantitative approaches which do not explain the implications and the course of development of behaviors or phenomena. Therefore, qualitative approaches can be utilized to explore and distinguish unreasonable ideology or cultural influences.

Finally, correlation analysis and multiple regression analysis were employed to explore the mediating relationship. The influence of covariance should be considered in future studies of the relationship of OCBs and other factors (Podsakoff and Organ, 1986); adding the latent variable structural equation modeling (MacKenzie et al., 1991, 1993) or obtaining the predictive and research variables from different measuring sources through research design (Borman et al., 1995; Van Scotter and Motowidlo, 1996). Further, to verify the causal relationships of variables, experimental design or longitudinal studies are also good methods.

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