THE ROLE OF RELATIONAL ON FRONTLINE EMPLOYEES' SATISFACTION, COMMITMENT AND THE EFFECTS OF THESE FACTORS TO EMPLOYEES' PROSOCIAL BEHAVIORS

ASU SÜMER AKAT

Presented to the Graduate School of Social Science in
part fulfillment of the requirements for the degree of
Master of Marketing

ISTANBUL BILGI UNIVERSITY
2017

ISTANBUL BILGI UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCE

THE ROLE OF RELATIONAL ON FRONTLINE EMPLOYEES' SATISFACTION, COMMITMENT AND THE EFFECTS OF THESE FACTORS TO EMPLOYEES' PROSOCIAL BEHAVIORS

ASU SÜMER AKAT

APPROVED BY:

Assistant Professor Dr. Esra Arıkan (Advisor)

_____

Professor Dr. Selime Sezgin (Comitee Member)

_____

Professor Dr. Beril Durmuş (Comitee Member)

_____

APPROVAL DATE:

“I, Asu Sümer AKAT, confirm that the work presented in this thesis is my own. Where information has been derived from other sources, I confirm that this has been indicated in the thesis.”

_____

ASU SÜMER AKAT

ÖZET

HİZMET ÇALIŞANLARININ MEMNUNİYETİNDE, BAĞLILIĞINDA İLİŞKİSEL FAKTÖRLERİN ROLÜ VE BU FAKTÖRLERİN OLUMLU TOPLUM YANLISI DAVRANIŞLAR ÜZERİNDEKİ ETKİSİ

ASU SÜMER AKAT

MARKETING, Yüksek Lisans

Danışman: Yrd. Doç. Dr. Esra Arıkan

Aralık, 2017

Ön saf hizmet çalışanlarının hizmet verme sırasındaki davranışlarının önemi, hem literatürde hem de pazarlama alanında birçok kez ele alınmıştır. Müşteri odaklı olmanın ön saf hizmet çalışanlarının hizmet davranışları üzerindeki etkisi pazarlamacılar tarafından birçok kez ortaya konmuş olmasına rağmen, akademisyenler hizmet kavramının özgül yanlarına da odaklanarak, olumlu toplum yanlısı davranışların etkisi üzerinde durmuşlardır. Bu yüzden, ön saf hizmet çalışanlarının servis temin performansının öneminin yanı sıra, bu çalışmanın başlıca amacı, olumlu toplum yanlısı davranışların temel etkenlerini belirlemektir.

İleri sürülen modelde, çalışanların olumlu toplum yanlısı davranışları ile beraber, müşteri odaklılık, kurum aidiyeti, iş arkadaşı ilişkisinin kalitesi, iş memnuniyeti ve çalışan bağlılığı gibi faktörlerin olumlu toplum yanlısı davranışlar üzerine nasıl etki ettiği araştırılmaktadır.

Bu çalışmanın hipotezlerini test etmek için oluşturulan anket sayesinde, farklı servis sektörlerinde çalışan 328 ön saf çalışanından veri toplanmıştır. Sonuçlar, müşteri odaklılık, kurum aidiyeti, iş arkadaşı ilişkisinin kalitesi, iş memnuniyeti ve çalışan bağlılığı gibi faktörlerin, istatistiksel olarak çalışanların olumlu toplum yanlısı davranışları üzerinde önemli doğrudan etkisi olduğunu göstermiştir.

ABSTRACT

THE ROLE OF RELATIONAL ON FRONTLINE EMPLOYEES' SATISFACTION, COMMITMENT AND THE EFFECTS OF THESE FACTORS TO EMPLOYEES' PROSOCIAL BEHAVIORS

ASU SÜMER AKAT

Master of Marketing

Advisor: Assistant Professor Dr. Esra Arıkan

December 2017

The significance of the frontline employees' service behaviors is already well acknowledged among academicians and practitioners. Although earlier researches have already confirmed that the customer orientation has a positive influence on frontline employees' service behaviors, scholars have recently concentrated on some particular features of service such as prosocial behaviors. Therefore, given the importance of service delivery performance of frontline employees, the initial aim of this study is to determine the key drivers of prosocial behaviors. The proposed model does not only consider the prosocial behaviors of the employees but also how customer orientation, organizational identification, coworker relationship quality, job satisfaction and employee commitment affect frontline employees' prosocial behaviors.

To test the hypotheses of this study, 328 respondents data that has been obtained from questionnaires were collected from frontline employees who are working in different service sectors. Results demonstrated that customer orientation, organizational identification, coworker relationship quality, job satisfaction and employee commitment has a statistically significant direct effect on employee's prosocial behaviors.

Acknowledgements

First, I want to thank to my advisory Assistant Professor Esra Arıkan. I appreciate all her contributions of time, ideas and vision to search more and more detailed. She always welcomed me in her office whenever I need something or have a question related to my study. She always supported me and gave wonderful advices. Even in her busy times, her phone was always open and I can not thank you enough with our endless phone calls about the research, model and presentation. She always supported me and gave persuasive advices. Thank you once again for her time, effort and endless energy to make this study done. It has been an honor to work such a knowledgeable, ambitious and friendly person during my study. I appreciate her contributions to make this study done successfully.

I must thank to my lovely co advisory Professor Beril Durmuş for her support, time, ideas and effort. The pleasure and excitement she has for research was motivational for me, even during though times during writing my thesis. She always helped me and gave friendly advices. This work would not have been possible without her guidance, support and encouragement. I am so happy to meet such a wonderful person and greatness to be her student. I must say that I have not meet another professor who goes so far out of her way to make sure students are prepared for whatever the next step in their journeys may be. Thanks to her, I am ready for the next step!

I would like to give special thanks to my graduate program coordinator Professor Selime Sezgin for accepting me to this program, directing me to the

right place both during the program and thesis study. She always welcomed me with a big smile on her face and told her precious experiences to make me more successful. I appreciate for her contribution to provide me to opportunity to complete this graduate program.

I would like to thank to my workplace and team, EY Turkey HR Department, for their support, help and company. I also thank to my team managers Pınar and Zeren and my dear collegues Beril, Merve and Nazlı for their effort, support since the start of my graduate study.

Another special thank that I would like to give is to my beloved best friend Ozan. Thank you for listening, offering me advices and supporting me through this entire process. The discussions, dinners, coffee nights as well as working days in the library, general help and friendship were greatly appreciated. It would not be the same study if your help would not be exists. Thank you for being there whenever I needed a friend.

This journey would not have been possible without the support of my family. To my family, thank you for encouraging me in all of my acts and supporting me to follow my dreams. I know that, you have believed in me and always wanted the best for me. Thank you for teaching me that, the first thing I have to do is to be happy, creative, understanding and honest, then eager to learn new things. Thank you to my mother İnci, my Father Sümer and my grand mother Sabahat, I love you all so much and you have all contributed to the person I have become today. I cannot thank you enough.

Table of Contents

Table of Contents……..i

List of Tables……...…..ii

List of Figures……..….viii

Appendices…….……..…..ix

1.1. CHAPTER 1……...…….……1

1.1.1. Introduction……..……...…….....…1

1.1.2.Thesis Organization ……...…....4

1.2. CHAPTER 2…….....….4

1.2.1. Definitions and Literature Review…….……...…….4

1.2.2. Defining Customer Orientation……..5

1.2.3. Defining Organizational Identification……..6

1.2.4. Customer Orientation and Organizational Identification……...8

1.2.5. Defining Coworker Relationship Quality (CRQ) and the Direct Effects of Customer Orientation and Organizational Identification on CRQ…….11

1.2.6. Job Satisfaction…….……15

1.2.7. Employee Commitment…….……...17

1.2.8. The Relationship between Organizational Identification, Job Satisfaction, Employee Commitment and Coworker Relationship Quality…..…….....18

1.2.9. Theoretical Framework of Prosocial Behavior…….43

1.2.10. Prosocial Behavior, Employee Service Performance and the Applicable Factors…….....47

1.2.11. Research Model……..……...…….….54

1.2.12. Hypotheses……..……...…….....57

1.3. CHAPTER 3……...……...…….…..…59

1.3.1. Data Collection and Sample Description……..……59

1.3.2. Measurement Instruments…….....…….…62

1.3.2.1. Customer Orientation…….....…….…62

1.3.2.2. Organizational Identification……..…63
1.3.2.3. Coworker Relationship Quality……..…63
1.3.2.4. Job Satisfaction……...…64
1.3.2.5. Employee Commitment……...……...…64
1.3.2.6. Prosocial Behavior……...……..……66
1.4. CHAPTER 4…….....…….67
1.4.1. Factor Analysis…….....……....68
1.4.2. Reliability Analysis…….....…...…69
1.4.2.1. Factor and Reliability Analyses for Organizational Identification
…….....…..…69
1.4.2.2. Factor and Reliability Analyses for Customer Orientation
…….....…..…70
1.4.2.3. Factor and Reliability Analyses for Coworker Relationship Quality
…….....…..…73
1.4.2.5. Factor and Reliability Analyses for Job Satisfaction
…….....…..…75
1.4.2.6. Factor and Reliability Analyses for Employee Commitment
…….....…..…77
1.4.2.7. Affective Commitment…….….77
1.4.2.8. Normative Commitment……79
1.4.2.9. Factor and Reliability Analyses for Prosocial Behaviors
…….....….....82
1.4.2.10. External Representation…….….83
1.4.2.11. Internal Influence…….....84
1.4.2.12. Service Delivery……..…….85
1.4.3. Correlation Analysis…….....85
1.4.5. Regression Analysis…….....87
1.4.5.1. Multiple Regressions…….…….87
1.4.5.2. Multiple Linear Regression for Organizational Identification (H1)
…….....…..…..87

1.4.5.3. Multiple Linear Regression for Coworker Relationship Quality (H2) …….....…..89
1.4.5.4. Simple Linear Regression for Coworker Relationship Quality (H3) …….....…..90
1.4.5.5. Simple Linear Regression for Job Satisfaction (H4) …….....…..91
1.4.5.6. Simple Linear Regression for Affective Commitment_Enjoying (H5a) …….....…..92
1.4.5.7. Simple Linear Regression for Affective Commitment _ Belongingness (H5b) …….....…..93
1.4.5.8. Simple Linear Regression for Normative Commitment (H5c) …….....…..94
1.4.5.9. Simple Linear Regression for Job Satisfaction (H6) …….....…..95
1.4.5.10. Simple Linear Regression for Affective Commitment_Enjoying (H7a) …….....…..96
1.4.5.11. Simple Linear Regression for Affective Commitment_ Belongingness (H7b) …….....…..97
1.4.5.12. Simple Linear Regression for Normative Commitment (H7c) …….....…..98
1.4.5.13. Simple Linear Regression for Affective Commitment_Enjoying (H8a) …….....…..99
1.4.5.14. Simple Linear Regression for Affective Commitment_ Belongingness (H8b) …….....100
1.4.5.15. Simple Linear Regression for Normative Commitment (H8c) …….....…..101
1.4.5.16. Simple Linear Regression for External Representation (H9a) …….....…..102
1.4.5.17. Simple Linear Regression for Internal Influence (H9b) …….....…..103

1.4.5.18. Simple Linear Regression for Service Delivery (H9c) ……104
1.4.5.19. Simple Linear Regression for External Representation (H10a) ……105
1.4.5.20. Simple Linear Regression for External Representation (H10b) ……106
1.4.5.21. Simple Linear Regression for External Representation (H10c) ……107
1.4.5.22. Simple Linear Regression for Internal Influence (H10d) ……108
1.4.5.23. Simple Linear Regression for Internal Influence (H10e) ……109
1.4.5.24. Simple Linear Regression for Internal Influence (H10f) ……110
1.4.5.25. Simple Linear Regression for Service Delivery (H10g) ……111
1.4.5.26. Simple Linear Regression for Service Delivery (H10h) ……112
1.4.5.27. Simple Linear Regression for Service Delivery (H10i) ……113
1.4.6. Hypotheses Results……..114
1.5. CHAPTER 5……..120
1.5.1. Conclusion and Future Research……120
1.5.2. Interpretation of Findings and Theoretical Contribution…….121
1.5.3. Managerial Contribution……..123
1.5.4. Limitations and Future Research……125
1.6. REFERENCES……..132

List of Tables

Table 1: Customer Orientation……..62
Table 2: Organizational Identification……..63
Table 3: Coworker Relationship Quality……..63
Table 4: Job Satisfaction……...64
Table 5: Employee Commitment……..65
Table 6: Prosocial Behavior……..67
Table 7. KMO and Bartlett's Test Results for Organizational Identification……..69
Table 8. Factor Analyses Results for Organizational Identification ……..70
Table 9. KMO and Bartlett's Test Results for Customer Orientation ……..70
Table 10. Rotated Component Matrix for Customer Orientation ……..71
Table 11. Item Total Statistics for Customer Orientation Understanding Customers…….71
Table 12. Item Total Statistics for Customer Orientation Enjoy Providing Service to Customers…….72
Table 13. Factor Analyses Results for Customer Orientation ……..72
Table 14. KMO and Bartlett's Test Results for Organizational Identification……...……..73
Table 15. Component Matrix for Coworker Relationship Quality ……..74
Table 16. Item Total Statistics for Coworker Relationship Quality ……..74
Table 17. Factor Analyses Results for Coworker Relationship Quality ……...75
Table 18. KMO and Bartlett's Test Results for Organizational

Identification……..75
Table19. Component Matrix for Job Satisfaction…….76
Table 20. Item Total Statistics for Job Satisfaction……..76
Table 21. Factor Analyses Results for Job Satisfaction……76
Table 22. KMO and Bartlett's Test Results for Employee Commitment
…….…...77
Table 23. Rotated Component Matrix for Affective Commitment
…….…...78
Table 24. Factor Analyses Results for Affective Commitment
…….…...78
Table 25. KMO and Bartlett's Test Results for Organizational
Identification……..…….…….…...79
Table 26. Component Matrix for Normative Commitment
…….…...79
Table 27. Item Total Statistics for Normative Commitment
…….…...80
Table 28. Factor Analyses Results for Normative Commitment
…….…...80
Table 29. KMO and Bartlett's Test Results for Organizational
Identification…….…....81
Table 30. Rotated Component Matrix for Continuance Commitment
…….…...81
Table 31. Item Total Statistics for Continuance Commitment
…….…...82
Table 32. Factor Analyses Results for Continuance Commitment
…….…...82
Table 33. KMO and Bartlett's Test Results for Prosocial Behaviors
…….…...83
Table 34. Rotated Component Matrix for Prosocial Behaviors
…….…...84

Table 35. Factor Analyses Results for External Representation
……..…...84
Table 36. Factor Analyses Results for Internal Influence
…….…...85
Table 37. Factor Analyses Results for Service Delivery
…….…...86
Table 38. Correlation Analysis Results
…….…...87
Table 39. Multiple Regression Analysis result on
Organizational Identification……..89
Table 40. Multiple Regression Analysis result on Coworker
Relationship Quality……...90
Table 41. Simple Linear Regression Analysis result
on Coworker Relationship Quality…….92
Table 42. Simple Linear Regression Analysis result on Job Satisfaction
…….……93
Table 43. Multiple Regression Analysis result on Affective
Commitment_Enjoying……...94
Table 44. Simle Linear Regression Analysis result on Affective
Commitment_Belongingness……..95
Table 45. Single Linear Regression Analysis result on Normative
Commitment…….....96
Table 46. Simple Linear Regression Analysis result on Job Satisfaction
…….……97
Table 47. Simple Linear Regression Analysis result on Affective
Commitment_Enjoying…….……..98
Table 48. Simple Linear Regression Analysis result on
Affective Commitment_Belongingness……..99
Table 49. Simple Linear Regression Analysis result on
Affective Commitment_Belongingness……..100

Table 50. Simple Regression Analysis result on Affective Commitment_Belongingness……101

Table 51. Simple Regression Analysis result on Affective Commitment_Belongingness……102

Table 52. Simple Regression Analysis result on Normative Commitment ……103

Table 53. Simple Regression Analysis result on External Representation ……104

Table 54. Simple Regression Analysis result on External Representation ……105

Table 55. Simple Regression Analysis result on Service Delivery ……106

Table 56. Simple Regression Analysis result on External Representation ……107

Table 57. Simple Regression Analysis result on External Representation ……108

Table 58. Simple Regression Analysis result on External Representation ……109

Table 59. Simple Regression Analysis result on Internal Influence ……110

Table 60. Simple Regression Analysis result on Internal Influence ……111

Table 61. Simple Regression Analysis result on Internal Influence ……112

Table 62. Simple Regression Analysis result on Service Delivery ……113

Table 63. Simple Regression Analysis result on Service Delivery

…….……114

Table 64. Simple Linear Regression Analysis result on Internal Influence

…….……115

List of Figures

Figure 1: Hypothesized (Conceptual) Model……56

Figure 2: Multi Linear Regression for Organizational Identification

……...89

Figure 3: Multiple Linear Regression for Organizational Identification

……...90

Figure 4: Simple Linear Regression for Coworker Relationship Quality

……...91

Figure 5: Simple Linear Regression for Job Satisfaction

…….....92

Figure 6: Simple Linear Regression for Affective Commitment_Enjoying…….93

Figure 7: Simple Linear Regression for Affective Commitment Belongingness…….94

Figure 8: Simple Linear Regression for Normative Commitment

…….....95

Figure 9: Simple Linear Regression for Job Satisfaction

…….....96

Figure 10: Simple Linear Regression for Affective Commitment_Enjoying…….97

Figure 11: Simple Linear Regression for Affective Commitment _Belongingness……99

Figure 12: Simple Linear Regression for Normative Commitment _Enjoying……100

Figure 13: Simple Linear Regression for Affective Commitment_Enjoying…….101

Figure 14: Simple Linear Regression for Affective Commitment_Belongingness…….102
Figure 15: Simple Linear Regression for Normative Commitment ……..……103
Figure 16: Simple Linear Regression for External Representation ……..……104
Figure 17: Simple Linear Regression for Internal Influence ……..……105
Figure 19: Simple Linear Regression for Service Delivery ……105
Figure 20: Simple Linear Regression for External Representation ……106
Figure 21: Simple Linear Regression for External Representation ……108
Figure 22: Simple Linear Regression for External Representation ……109
Figure 23: Simple Linear Regression for Internal Influence ……110
Figure 24: Simple Linear Regression for Internal Influence ……111
Figure 25: Simple Linear Regression for Service Delivery ……112
Figure 26: Simple Linear Regression for Service Delivery ……113
Figure 27: Final Hypothesized Model (Research) Model ……120
Appendices
Appendix 1: ……..……126

1.1. CHAPTER 1

1.1.1. Introduction

It is widely acknowledged among both practitioners and researchers that the service quality is dependent on the behaviors of the frontline employees (Rucci, Kirn and Quinn, 1998; Singh, 2000). As Zeithaml, Berry and Parasuraman (1988) observed, " Service quality is highly dependent on the performance of frontline employees" (p.35). Similarly, Hartline, Maxham and Mckee (2000), argue, "in many cases, customer contact employees are the first and only presentation of a service firm" (p.35). Yet, even though the vital role of the frontline employees' behaviors are very important. Rare studies are considered predecessors' frontline employees' behaviors, especially behaviors that spread beyond the personal service encounter (Bettencourt, Gwinner and Meuter, 2001).

The service marketing management and literature suggests three key dimensions of customer linking behaviors of frontline employees to develop market driven organization and enhance organizational capabilities (Day, 1994). First, frontline employee plays a vital role in representing organization to outsiders (including customers) and enhancing the firm's image and values while defending firm's products and services (Aldrich & Herker, 1977; Booms & Bitner, 1981; Bowen & Schneider, 1985). Second, because of the boundary spanning position of the frontline employees, provides them many opportunities to share information both internally and externally. During this information exchange, frontline employees would have a chance to observe

the service performance and can improve the quality of the service while understanding the customer needs and wants (Aldrich and Herker, 1977; Schenider & Bowen, 1984; Zeithaml et al., 1988). Third, service quality perceptions and satisfaction of the customers really depend on the behaviors of frontline employees such as; courtesy, personal responsiveness, keeping promises etc. (Parasuraman, Zeithaml & Berry, 1988). Drawing from these literatures, it is investigated that three types of boundary spanning frontline employee behaviors that may be associated with the organization to its potential customers which are; external representation, internal influence and service delivery behaviors that are also called prosocial behaviors of the frontline employees (Bettencourt & Brown, 2003).

Included among all these behaviors, customer oriented boundary behaviors are always researched with related to service behaviors of the frontline employees (Menguc, 2016), therefore customer orientation is going to be searched among this study. Majority of the studies (Menguc, 2016; Bettcourt & Brown, 2003; 2005; 1997; Brown, 2017; Edwards, 2005), overall service performance of frontline employees are relatively more role recommended because of their recurrent task, job description, workplace, performance evaluation forms etc. so organizational identification and coworker relationship quality are also going to be researched in the study. Specifically, many studies in management and marketing embrace that, job satisfaction has an impact on employees' turnover intention which can also be defined as psychological withdrawal Riketta, 2004; Zablah, 2012; Devece,

2016). According to Bettencourt, Brown and Mackenzie (2005), job satisfaction and employee commitment are do also have a positive impact on employees' prosocial behaviors and overall research is going to search and analyze the relationship between these variables.

Given the importance of frontline employees service behaviors, it is important to understand what constitutes a respective frontline employee behavior should be. Hence, prosocial behaviors of the employees is very critical to research while determining their success, generally discussed in the form of positive customer evaluations. According to the researches that it is done for this study, it is observed that majority of the articles are discoursed on the organizational identification and coworker relationship quality (Lee, Micheal & Hwang, 2016; Menguc & Boichuk, 2012), customer orientation, coworker relationship and service delivery performance (Menguc, 2016; Alegre, 2015; Brown & Stevens, 2001; Park, 2006), satisfaction, commitment and prosocial behaviors (Bettencourt, Brown & Mackenzie, 2005; Bell & Menguc, 2002, Barnes, 2015) separately. A small number of empirical studies were conducted to examine the relationship between cooperate factors and prosocial behaviors. As a reason of the rareness of the empirical studies on this topic, hypothesed model (see Appendix 1) prepared to test this research properly. Considering this background, the significance of this study is explained as to synthesize earlier research related to determining factors affecting prosocial behaviors of the frontline employees and cooperate factors where there are limited studies about and customer orientation, organizational

identification, coworker relationship quality, job satisfaction and employee commitment among prosocial behaviors. Therefore tested model is going to contribute both academia and marketing.

1.1.2. Thesis Organization

This study's chapters are planned as follows. Chapter 1 presents the topic and provides supporting research in this area. Chapter 2 defines prosocial behaviors and other concepts related with the subject which are customer orientation, organizational identification, coworker relationship quality, job satisfaction and employee commitment to provide an overview of relevant marketing literature in the area before presenting the theoretical framework. Chapter 3 defines the methodology and research design and related analyses used in this dissertation's research and developing the hypotheses of this study. Chapter 4 provides an overview of the measurement models and outlines the structural model used and the results of the hypotheses tests. Finally, Chapter 5 offers the conclusions and future research directions for this research stream.

1.2. CHAPTER 2

1.2.1. Definitions and Literature Review

This present study discovers the frontline employee's behaviors during service delivery and how different factors affect these behaviors. More specifically, this study is designed to define the significance of customer orientation, organizational identification and coworker relationship quality while emphasizing the indirect effect on employee's prosocial behavior

through job satisfaction and employee commitment. Therefore, this literature review will highlight the empirical evidence and theoretical frameworks that characterize the relationship between employees' prosocial behaviors, employees' current behaviors during work life and their feelings towards the work itself. In order to understand this relationship and their effects on each variable, the following variables will be defined in this study: customer orientation, organizational identification, coworker relationship quality, job satisfaction, employee commitment and prosocial behaviors.

1.2.2. Defining Customer Orientation

Customer orientation is a significant marketing concept that is searched for three decades and revealed with the empirical investigation of (Saxe, Weitz, & Weitz, 1982) as an influential presentation of the customer orientation. Customer orientation is a concept that can be explained "concern for others" dimension and described in many concepts in the literature. According to some researchers (Brown, Mowen, Donavan, & Licata, 2002; Saxe et al., 1982; Zablah, Franke, Brown, & Bartholomew, 2012) there are two main perspective for customer orientation which are behavioral and psychological. From the behavioral side of view, customer orientation can be clarified as the concept of the marketing practice at the level of the individual salesperson and customer.

On the other hand, psychological perspective is more likely to conceptualize the customer orientation with the definition of an employee's tendency or predisposition to meet customer needs in an on-the-job context.

Apart from the behavioral and psychological concepts, the study which is written by (Homburg & Pflesser, 2000), define customer orientation as a fundamental value of the firm's culture. Therefore an inclusionary definition of the customer orientation can be given, as "customer orientation is an employee and employer's work value at the individual level that embraces the degree to which employees enjoy corresponding to the customers needs and are dedicated to their customers' interests and welfare" (Zablah et al., 2012, p. 24).

Even though customer orientation can be defined in many other ways, there is not precise decision for the concept and this study predicates these definitions in order to maintain the research accordingly. It considers the impact on frontline employees' behavioral and psychological actions or decisions.

1.2.3. Defining Organizational Identification

The positive effects of organizational identification and its welfare to the employees engross in many times in the literature (e.g., Ashforth & Mael, 1989; Brown, 2017; Riketta, 2005; Bergami & Bagozzi, 2000; Shamir & Kark, 2004). Organizational identification can be described as a psychological term, which occurs between the employee and the organization and helps to explain many significant attitudes and behaviors that happen in the workplace. There are numbers of articles that states the importance of organizational identification, and how it helps to secure the interests of the employees to work with the organization.

For a better explanation of organizational identification, the social identity theory can be also mentioned which is proposed by (Ashforth & Mael, 1989). In this research, it is stated that, organizational identification is perceived oneness with an organization and experience of the organization's successes and failures as one's own. The social identity theory also affects the employee's belongingness towards organization and helps the s/he to define her/himself in terms of organization's posited values. People perceive more comfortable in a group which are the members classified by age, cohort, gender and membership. This classification helps the individual to reveal the belongingness, order the social environment and place both their and other's membership with in (Mael & Ashforth, 1992). This theory professes that an individual feels intimate with a group or a class, which have the same prototypical characteristics or the opposite, like members of a social group tend to become more alike in terms of characteristics, mentality, speech etc. By the means of the social identity theory, he or she feels psychologically attached to the future of the group via sharing a common goal, destiny and experiencing group's achievements and disappointments (Tolman, 1943). In addition, organizational identification is one of the strong technique to coordinate their members because organizationally identified individuals are more likely to behave congruent with the organization's values and purposes (Cheney, 1983).

1.2.4. Customer Orientation and Organizational Identification

Many academicians and practitioners argued that the customer oriented employees' attitudes and behaviors towards customers and found that high level of customer oriented employees substantially are more likely to behave in accordance to firm's goals and also identify themselves with the organization's values (Bowen, & Schneider, 1985; Pfeffer, 1994). Customer orientation can be defined as, employees' work value that provide them enjoyment while meeting customers' needs and committing to customers' interests (Zablah et al., 2012). Customer orientation refers to employees' individual characteristics that are directly affecting the employee's organizational identification level. Therefore, customer oriented frontline employees are more successful in meeting customer needs and expectations, also employees who are identified themselves with the organization's values and goals are eager to behave more customer oriented (Brown, Mowen, Donavan, & Licata, 2002).

Most of the organizations are trying to provide more consistent service experience to the customers via controlling the employee's behavior and making them more heterogeneous. For example, one strategy that most of them are using is service scripts (Solomon, Surprenant, Czepiel, & Gutman, 1985). The firm prepares service scripts to frontline employees, in order to provide them a comfortable zone to get in touch with the customer in a specified way. Moreover, it is an organizational control on the employee customer interactions. However, scripts are written scenarios that may limit

employee's overall behavior while going beyond these specified procedures in helping the customers. Similarly, it is sometimes quite difficult to imply the same rules and procedures in every single customer experience in order to provide them qualified service. Employees with high organizational identification level do not struggle during service. The reason behind this that the clarification of the organization's goals and all organizationally identified employees are ready to provide the most qualified service to their customers with the aspect of customer orientation. Therefore, it is very important to raise or recruit organizationally identified employees to generate higher customer oriented behaviors (Rafaeli, Ziklik, & Doucet, 2008).

Customer oriented frontline employees are very unique and valuable resource because they are providing to the firm a significant competitive advantage and extreme service performance (Zablah et al., 2012). Many informative articles show that customer oriented frontline employees display higher organizational identification therefore deliver higher service quality and perform much better than those whose are not customer oriented (Harter, Schmidt, & Hayes, 2002). Although organizational identification may seem individually important, this concept is affected by both organizational environment and customer orientation in the same time.

According to (Bell & Menguc, 2002), customer orientation has a positive effect on employee-company relationship and organizational identification while indirect effect on employee's service performance. Employees, who identify organization's values and norms more than others,

are more likely to engage in activities and behaviors that reflect such values. One of the most important reasons behind being customer oriented is to perform in the direction of company's specified principles and more likely to engage those activities to customer relations (Homburg & Pflesser, 2000). So higher levels of service worker customer orientation indicates to higher levels of organizational identification. Frontline employees perception and quality are thought to be affected both in personal experiences and perceived external prestige. In the same way, frontline employees have a very critical role on customers during service delivery and greater influence on customer perceptions while affecting customer satisfaction level (Lindsey Hall, Baker, Andrews, Hunt, & Rapp, 2016).

Frontline employee and customer relationship is also important from the firm side of view because, during service delivery; frontline employee will also represent the firm's offering and values to the customer. At the same time, employee perceptions turn into firm's identification during service delivery. For example; in a sales organization, a customer oriented frontline employee is trying to deliver a service to the customer via sharing the company's high product and service quality. This representation can positively affect frontline employees' level of organizational identification and (Lindsey Hall et al., 2016). According to the research by Brown (2013) service performance related behaviors present the significant key outcomes of organizational identification. Customer orientation and employees' predisposition to focus on customer necessities and are related with the

personal traits, which are attained from organization's values (Brown, Mowen, Donavan, & Licata, 2002).

Even though organizational identification is an emotion that an employee feels about his/her organization, environmental and behavioral factors are very effective on employee's level of organizational identification. As employees try to engage customers in a long-term basis, it is important for them to represent their organizational norms and values. As frontline employees try to affect customers more in terms of behavioral aspect, identifying organizational attitudes and values has a substantive role. Hence, the relationship between frontline employees customer oriented behaviors and organizational identification are positively correlated with respect to social identity theory.

1.2.5. Defining Coworker Relationship Quality (CRQ) and the Direct Effects of Customer Orientation and Organizational Identification on CRQ

Coworkers are not only the essential part of the social nature in the work but also they accurately affect employees' daily life at work (Schneider, 1987). Coworkers might turn an employee's work life both to hell and in to heaven. In a routine work life, employees need a partner to maintain their social and task interaction with him/her. According to Fairlie (2004), employees like to have a coworker as a continuity of organizational hierarchy and some of them conduct tasks and relationships among other teams and the others works by side in a daily routine which we can also define them as a

colleagues who support each other. Applied psychology is still investigating the positive effects of coworker support on employee's work life.

To advance understanding of how coworker matters and how customer orientation and organizational identification affect coworker relationship quality, it is essential to mention about the person-group fit theory. Basically, the person-group fit or person-team fit focuses on the concord and compatibility between people who are the part of this particular work or social group (Werbel, & Gilliland, 1999; Kristof, 1996; Judge, & Ferris, 1992). According to Riordan (2000), not only the similarity of the demographic variables of the coworkers affect the person-group fit but also psychological background and compatibility between coworkers impress the individual's behavioral outcomes in group's environment. The core belief under the person-group fit theory is, when people's individual beliefs and values become similar to the environments, they hold positive attitude and perform successfully (Pervin, 1968). The person-group fit theory has impacts on this research, because a frontline employee's service behaviors and work attitudes are influenced by not only the individual's own level of customer orientation and organizational identification but also the customer orientation and organizational identification levels of his/her coworkers and their behaviors towards the company and customer compared to their coworker's behaviors (Menguc, Auh, Katsikeas, & Jung, 2016).

Customer orientation is studied by attention specifically at firm level and individual employee level (Donavan, Brown, & Mowen, 2004; Grizzle,

Zablah, Brown, Mowen, & Lee, 2009; Saxe et al., 1982). Customer orientation can be observed at three different aspects in the literature, which are; individual level, psychological perspective and market orientation. In the market orientation literature customer orientation is positioned as a dimension of a market orientation from the firm side (Narver & Slater, 1990). From the individual level side of view, customer orientation studies focus on behavioral perspective which considers the execution of the market orientation (Saxe et al., 1982). Finally in the psychological level, authors concentrate on customer orientation as a personal traits and work values (Brown et al., 2002; Donavan et al., 2004). Regarding the psychological concept of customer orientation is "employee tendency or predisposition to meet customer needs in an on the job context" (Brown et al., 2002) or "a work value that captures the extent to which employees' job perceptions, attitudes and behaviors are guided by an enduring in the importance of customer satisfaction" (Zablah et al., 2012). These are the key hypothetical concepts of customer orientation as a customer side of view.

However, the behavioral perspectives have outcomes that are related with work attitudes such as organizational identification (Menguc et al., 2016), work value (Hoffman & Ingram, 1991) and coworker relationship quality (Lindsey Hall et al., 2016; Menguc et al., 2016). In this research, it is preferred to define the coworker relationship quality with respect to Seers (1989) as a sense of employee in social exchange to his/her coworkers with respect to mutual contribution of ideas, feedbacks, and help. This social exchange aims

to increase the efficiency of the member's working connection to the peer group.

According to Seers, Petty, and Cashman (1995), if an employee receives not only a task related supports but also a psychological and social support from his/her coworker, this employee feels high coworker relationship quality. Considering organizational identification and social identity theory, it is not surprise for the employees, who have common values and goals to have a tendency to perceive higher coworker relationship quality (Menguc et al., 2016). High coworker relationship quality represents great collaboration, coordination and more reliable relationship among the colleagues.

From the company side of view, frontline employees with higher customer oriented behavior have more tendencies to impose to the customers with that product and service quality to strengthen organizational identification. Employees with high organizational identification prefer to identify themselves with the organization values. So this situation causes more united employee-organization relationship while increasing the customer oriented behaviors (Lindsey Hall et al., 2016). One widely accepted perspective for organizational identification is collaboration between individual and the team and common identities while creating a sense of oneness among the person and organization (A. D. Brown, 2017). According to the social identity theory (Edwards, 2005) people have more tendency to behave comfortable in group who have similar goals and values. That is why it can be said that, employees

with higher organizational identification are more like to get on with their coworkers.

1.2.6. Job Satisfaction

Employee job satisfaction has a extensive history in the literature and it is a common concern for companies because it's emotional effect on front line employee's life and service performance is valuable to measure. Researchers from different fields such as; organizational / industrial psychology, human resources management, organizational behavior dedicate themselves to analyzing the antecedents and consequences of job satisfaction. There are several outstanding researches that are directly related with assessing job satisfaction (Alegre, Mas-Machuca, & Berbegal-Mirabent, 2016; Briggs, Jaramillo, & Noboa, 2015; Macintosh & Krush, 2014; Menguc et al., 2016; Yi, Nataraajan, & Gong, 2011; Yim, Chan, & Lam, 2012; Zablah et al., 2012; Zhao, Ghiselli, Law, & Ma, 2016a).

Job satisfaction has always been a hot topic for management and marketing and it represents the employees' individual psychological well being on the job and how it affects the individual's life (Singh, Goolsby, & Rhoads, 1994). According to Robbins (2005), job satisfaction is described as a bunch of feelings towards employee's job. According to Locke (1976), job satisfaction is a positive emotive outcome from individual's own evaluation of job or job experiences or his/her coworkers' and employer's positive appraisals to the work. Job satisfaction can also be defined as employee's behaviors against work.

There are three main relationships that have direct effect on job satisfaction which are; (1) the employee-organization relationship, (2) the employee-supervisor relationship and (3) the employee-coworker relationship (Tang, Siu, & Cheung, 2014). The employee-organization relationship discourses on the employee's ideas on organizational strategy and goals and measures the commitment ratio of the employee to the organization in terms of organizational identification and employee commitment (Allen, Shore & Griffeth, 2003). Job satisfaction also affects employee work-family balance with regard to company's support to employee. Edgar and Geare (2005) claim that the employee-supervisor relationships have an impact on employee job satisfaction. Finally, the relationship between employees and his/her coworkers is extremely important in terms of job satisfaction because of the organizational support (Menguc et al., 2016). Employees who have common perspective among life and work have a tendency to perceive, give help to each other and thus, higher coworker relationship quality might occur (Liden, Wayne, & Sparrowe, 2000). For example, there are several researches on coworker support and how it reduces stress, increase employee satisfaction and positive effects to employee's overall service performance (Auh, Menguc, & Jung, 2014; Chiaburu & Harrison, 2008; Love & Dustin, 2014; Menguc et al., 2016; Menguc & Boichuk, 2012).

In this research, the main elements that have been analyzed are employee-organization relationship and employee-coworker relationship and

how these relationships affect frontline employee's overall service performance, so further clarifications have to be analyzed.

1.2.7. Employee Commitment

Organizational commitment is searched in the literature in numerous ways for a long time. It is not very surprising that commitment has a direct affect on employees' turnover. Employees, who feel commitment towards the organization, have a higher retention than those who are not committed. More than this similarity between employees, there are also some differences between concepts of commitment. These differences are also highlighted in psychology, which are related with commitment. The precursors of this leading is the improvement of behaviors that are expected from the committer. To clarify in a better sense, it would be beneficial to mention the study by (Allen & Meyer, 1990) that develops "the three component model" which conceptualize organizational commitment. According to this research, there are three factors that are issued which are; affective, continuance and normative component. The affective component of organizational commitment specifies the employees' emotional attachment to, identification with and involvement in to the organization. The continuance component refers to employees' commitment that is related with the costs that occur once they leave the organization. Finally, normative component signifies employees' obligation feelings to remain in the firm.

Organizational commitment is also defined as "the relative strength of an individual's identification with and involvement in a particular

organization" (Steers, 1977, 6). This definition is basically related with the affective component, which is mentioned above, commitment for employee's emotional attachment to an organization. With respect to Kelley (1992) and Steers (1977), employees who feel commitment towards the organization, do tend to feel belongingness to organization's value system and effort for achieving the organization's goals. Another perspective for organizational commitment is issued by Organ and Ryan (1995), which state that employees, who feel more sense of belonging to their organization, might endeavor for favor of the organization. In the same way, employees who are highly affectively committed to the organization put higher effort for the benefit of their organization or the people within. That way, employees will also be motivated by building positive relationships with the employees who are feeling in the same way as them and to help the organization's welfare.

1.2.8. The Relationship between Organizational Identification, Job Satisfaction, Employee Commitment and Coworker Relationship Quality

Researchers note that, organization's overall success is absolutely related with the employees' commitment and satisfaction (Brown et al., 2002). Although service performance of the frontline employees is very significant for a firm's success, high or low job satisfaction's effects in different levels such as job dissatisfaction, absenteeism, commitment, negative mood, high turnover, service quality are observed in the literature (Menguc et al., 2016; Menguc & Boichuk, 2012; Paulin, Ferguson, & Bergeron, 2006; Sony & Mekoth, 2016; Zhao, Ghiselli, Law, & Ma, 2016b). There are also some

research on the impacts of organizational identification and its effects on frontline employee's behaviors. For example, MacKenzie, Podsakoff and Ahearne (1998) state that employees who feel higher organizational identification are more likely to promote positive outcomes for organization's well-being. Brown et al. (2002) also claim that customer oriented frontline employees are more likely to stay in the organization and have higher job satisfaction. Many other authors mention in the literature that increased organizational identification has a positive effect on employee retention, co-worker relationship quality and decision making towards the organization's strategic welfare (Cheney, 1983; Elsbach, 1999; Rousseau, 1998; Van Dick, 2001; Knippenberg & Whetten, & Godfrey, 1998; Schie, 2000).

In the organizational context, marketers, in terms of the harmony between employees and work environment, approach organizational identification. According to Kristof-Brown and Stevens (2001) there is a discrimination between the organization itself and the specific job that is expected from the frontline employee. In general, this frontline employee-employer fit can be divided into two, which are (1) fit between the frontline employee and the specific organization, (2) fit between the frontline employee and the environment. It is very important to arrange this harmony between both employees and task itself because of the overall service performance of the frontline employee. According to Wilk, Desmarais and Sackett (1995), employees are more likely to prefer themselves into jobs that are similar to their abilities, personality and skills. The other benefits of organizational

identification are reduced turnover intentions, increased job satisfaction, job involvement, employee commitment, expand the firm's marketing activities by higher performed service employees (Riketta, 2005). Organizational identification refers to individual's positive behaviors to accomplish the company's goals around the company's values (Lindsey Hall et al., 2016). This refers to the idea that an individual's works serve to satisfy him/her needs in terms of belonging to the company or self-development (Pratt, 1998). With respect to this idea, Wieseke, Ullrich, Christ and Van Dick (2007) state that people who feel strong identification to the organization will perform with higher satisfaction therefore their satisfaction will increase to the extent individuals share the same value as the organization.

Job satisfaction can be defined as an approach toward the job as whole. It is affected by not only the job itself but also the structure of organizational policies, processes and relationships with the coworkers and supervisors. That is why common values and goals are very important for job satisfaction since employees' actual outcomes and desired outcomes are affected by job satisfaction which can be the result of the organizational identification (Lee, Ok & Hwang, 2016). Organizational behaviorists also highlight the fact that the relationship between organizational identification and job satisfaction is positively associated (e.g. Wilk, Desmarais & Sackett, 1995; Pratt, 1998; Wieseke, Ullrich, Christ, & Van Dick, 2007; Smith, Organ & Near, 1983). Employees who are satisfied with their jobs are willing to voluntarity behave more for the benefit of the organization because they think that the firm's

well-being will automatically affect theirs. Employees who identified themselves with organization's goals, are more likely to engage with their colleagues and be satisfied with the job experience (MacKenzie et al., 1998). According to Wheeler, Richey, Tokkman and Sablynski (2006), if the company has a strong organizational identification strategy, it will be more capable to attract employees with certain personality traits and therefore, the company's brand identity will also be shaped with respect to employees' characters. Organizations use "identification" to differentiate themselves from the competitors by reflecting a certain visual or verbal message to market, so it is very significant for them to work with the employees who have similar goals and values like organization. In fact, Dutton, Dukerich and Harquail (1994) propose that employees define some behaviors for themselves with respect to firm's goals and values to reveral the similarity between them and organization itself.

Previous research also mentions that employees' satisfaction and motivation are the key drivers of the employee's retention. Hence Wheeler et al. (2006) remark that employees are motivated by identifying themselves with the organization's characteristics to feel satisfied and motivated not only about themselves but also the job that they perform. When employees identify themselves with their organizations, they are more likely to feel better about themselves as part of the organization and their job characteristics. Even though there is an unfavorable condition at work, employees who have higher organizational identification tend to see the current situation less chaotic (Van

Dick et al., 2004). This might be the reason behind the finding that employees with higher levels of organizational identification are more motivated to behave on behalf of the company's current goals. Likewise, employees who identify themselves with the company's current goals and values feel more motivated and satisfied (Bravo, Buil, de Chernatony, & Martínez, 2017).

In an organizational setting, the importance of the person-environment fit plays a vital role in terms of all stages of work lives, careers that the individual chooses, the satisfaction and stress level of the employee and their decision to quit the job that they have chosen once. This fit affects the employees' attitudes and behaviors. During work life, all employees desire to feel satisfied both financially and psychologically. This relationship can be defined with the terms of psychological fulfillment and value congruence (Cable & Edwards, 2004). Psychological need of fulfillment can be clarified with respect to previous studies stating that environmental materials of the employee can be gathered under the need of psychological fulfillment which refer to extrinsic and intrinsic resources and rewards that the organization provide to the employee such as money, social security, social involvement, achievement, progression and promotion (e.g. French, & Kahn, 1962; Harrison, 1978; Maslow, 1954; Porter, 1961). On the other hand, value congruence is an outstanding issue for organizational behaviorist because it directly reflects the employees' behaviors towards the organization (Cable & Edwards, 2004).

Individuals' values are very important in terms of what they believe and care and their behaviors are guided by their beliefs likewise the organizations.

Organizational value systems are providing norms that specify how organizational resources should be assigned and how members that work in the organization should behave. Tsui, and O'Reilly (1989, p. 15) state, "value congruence should affect the attitudes and behaviors because people are more attracted to and trusting of others who are similar to them". Furthermore, an organization's values and goals are reflected by the employee who is working there, that is why value incongruence causes higher dissatisfaction for the employees (O'Reilly, Chatman, & Caldwell, 1991).

Organizational identification can also be defined as "perceived oneness with an organization and experience of the organization's successes or failures as individual's own" (Mael & Ashforth, 1992, p. 6). According to Bell and Menguc (2002), organizational identification delivers high motivation to employees to release more energy and better service quality. Ouchi (1983) states that value/goal congruence between employees and the organization motivates employees and provides a healthy environment for them to behave in the direction of organization's objectives. Employees, who strongly identify themselves through the goals and values of the organization, are more willing to behave for the welfare of that organization rather than only self-centered objectives (Dutton, Dukerich, & Harquail, 1994). Once employees start to identify themselves with the success, values and goals of the current company, it is expected that employees quit their jobs less because they adopt to the

organization as their own (Bell & Menguc, 2002). Becoming committed to the job causes employees to remain in the organization more. People who adopt company's goals as their own goals and those who are committed to the company, are more likely to identify themselves with the organization's values, so they are more inspired to work hard to achieve these goals and have longer time to set new goals (Edwards, 2005).

While conducting a research on organizational identification and organizational commitment, it is observed that authors use quite similar terms to explain these unlike concepts (Bergami & Bagozzi, 2000; Lee, Park, & Koo, 2015; Liden et al., 2000; Mael & Ashforth, 1992; Riketta, 2005; Wheeler et al., 2006). Other than their descriptions, the idea that perception of connection, belonging and attachment is also a mutual feature for both organizational identification and organizational commitment. But of course the terms are defined differently over the years, for example Edwards (2005, p.12) state "commitment becomes a profound and expressive outcome of an individual's linkage of the self to a collective one over time". While organizational identification refers to an individual's utilized reactions to the organization, organizational commitment is a more inclusionary concept due the fact that it affects the individual's actual behaviors towards the organization. For instance, despite the similar definitions of these two concepts, it is clearly stated that if an employee identified him/herself with the organization, probably his/her intention to stay with the organization will be more than employee who does not believe the organization's goals and values

(Edwards, 2005). These behaviors will also contain the volunteering activities for the organization's well being and demonstrate higher retention.

For individuals with higher organizational identification caused congruence between organization's goals and individual's values therefore, employees are disposed to behave positively to the organization (Bergami & Bagozzi, 2000). This positive assessment is likely to lead the employees to have higher job satisfaction and become more committed because in an organization with which they identify themselves in terms of values and goals, the job circumstances will be more comfortable in comparison to other organizations and thus, strong identifiers will tend to feel that they perform their jobs within the favorable job circumstances (Van Dick et al., 2004). In accordance with this argument, many other researchers are discovered a positive relationship between organizational identification, job satisfaction and commitment (Devece, Palacios-Marqués, & Pilar Alguacil, 2016; Harter et al., 2002; Lee et al., 2015; Shamir & Kark, 2004; Zablah et al., 2012).

Employees' emotional response is also defined with the level of organizational identification. With respect to previous research, it is very common for an individual with higher organizational identification to reflect affective organizational commitment. In general, individuals enhance a feeling of oneness or identification with the organization, they create some emotional connections and relationships in the organization which creates an environment that is composed by committed people (Bergami & Bagozzi, 2000; Kristof-Brown, Zimmerman, & Johnson, 2005). In other words,

identification is “the appropriation of identity” and commitment is “the binding to action” (Cheney & Tompkins, 1987, p.12). According to Zablah et al. (2012), employee commitment defined with the employee’s psychological bond with and level of psychological investment in his or her organization. In another study, Allen and Meyer (1990) define employee commitment with respect to the degree of loyalty, attachment and identification to organization. Individuals stay in an organization, if they have an environment to improve their self-esteem, be appreciated by their supervisors, take responsibility and challenge and have strong relationships with their co-workers.

These are the empowerments that create a beneficial environment for employees to define themselves with the organizational aims, enhance the organizational identification and cause a higher retention (Liden et al., 2000). Everyone has a strong need to view themselves positively and be actively involved in organizations that provide an improvement plan to them (Lee et al., 2015). So, another supportive argument about this relationship is provided by Mael and Ashforth (1992). According to these researchers, organizational identification can also be defined with the perceived prestige of organization. Employees demonstrate higher organizational identification when the organization becomes more prestigious and there is a superior potential to improve employee for enhancing the self-esteem. This actually deducts significant support of employees towards the organization in terms of commitment, satisfaction and performance. Employees’ organization based self-esteem degree depends on the importance, effectiveness and

meaningfulness level of the organization that s/he belongs. cWith respect to the social identity theory, the group that they identify with develops the self-esteem of the individual, and self-enhancement is one of the inspirations behind the identifying process (Shamir, 2004). In the same way, the aspiration behind the willingness to stay in the organization is a result of organizational identification because if an employee identifies him/herself with the organization, it will cause a psychological loss during a leaving process (Ashforth & Mael, 1989). The positive outcome of organizational identification on organizational commitment is in line with this theory, since the degree of the organizational commitment makes not only the retention and turnover process vital but also affects the adoption process of the organization's shared values and goals. Even though an individual do not embrace a shared goal with the organization, s/he can feel committed to this specific company too. But if this individual identifies him/herself with the organization's values and norms, s/he will become more emotionally attached to the company and experience a deeper loss while leaving it (Levinson, 1970).

Higher organizational commitment is also important for decreased employment costs. Employees who are emotionally attached to an organization are less likely to leave it so it directly reduces both time and money costs for employers (Devece et al., 2016). Furthermore, organizational commitment promotes the organizational identification concept and it evaluates identification with intention to remain an employee to the

organization (Lindsey Hall et al., 2016). Especially affective commitment has a potential to motivate the employees to show more effort to create an employee friendly environment for the aim of reduced turnover (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). Organizational identification is also positively related with commitment as well as the performance, attendance, work on behalf of the organization, empowerment and higher affective commitment result in higher job satisfaction (Sager & Johnston, 1989). With respect to all organizational identification definitions, Kelman (1961) defines organizational identification as an affective-motivational concept that is mainly a wish to resume an sensitively fulfilling and self-specification relationship with the identification object. In addition, this definition is based on the theory of social identity, which combines cognitive and affective components. According to Riketta (2005), organizational membership has a link to organizational identification which creates an interconnected atmosphere. This link strengthens organizational values, self-enhancement and employee commitment with the help of feeling proud to be a member of that organization.

There is a strongly positive relationship between organizational identification and employee commitment (Allen & Meyer, 1990; Bergami & Bagozzi, 2000; Cable & Edwards, 2004; Lindsey Hall et al., 2016; Riketta, 2005). Some researches have stated that these two concepts are similar, however according to several discussions, the researchers have agreed that they are indeed different. Van Knippenberg and Sleebos (2006, p.12) define

organizational identification as a "psychological oneness with the organization" while commitment stated as "relationship between separate psychological entities". Mael and Ashforth (2001) reflect that affective commitment is an attractive and positive organizational outcome. In addition, Bedeian (2007) contends that strong identification empowers the dependence feeling of the employees towards the organization and make them think that they share the same destiny with the organization. Last but not least, based on the social identity theory, Ashforth (1999) state that individuals perform in the direction of firm's values in order to preserve and ensure their membership.

Apart from organizational identification, there exist many studies on the positive effects of customer oriented frontline employees on job satisfaction (Ashforth, Harrison, & Corley, 2008; Donavan, 2004; Grizzle, 2009; Lindblom, Kajalo, & Mitronen, 2015; Menguc, 2016; Zablah, 2012). Since frontline employees who are customer oriented are more likely to deliver higher quality service to their customers, they generate higher job satisfaction. In their study, Harris, Mowen and Brown (2005) argue that the impact that customer orientation has on job satisfaction will also positively affect the sales and customer oriented frontline employees have an intrinsic to understand the customers in a better sense to provide them with a better service quality.

Customer orientation is also positively associated with imperative psychological outcomes (e.g. commitment) and job-related outcomes (e.g. satisfaction and performance) among frontline employees (Brown et al.,

2002). Frontline people with high customer orientation are more likely to have a high concern both for others and for themselves while it is just the opposite for those with low customer orientation (Saxe et al., 1982). Therefore, services marketing literature has focused on concepts such as job satisfaction (Lee et al., 2015), employee commitment (Lindsey Hall et al., 2016), organizational identification (Menguc et al., 2016) in order to explain these relationships among these concepts in a better context while searching their effects on service quality.

Job satisfaction and employee commitment can be given as examples on the behavioral attitude of customer orientation outcome and psychological outcome. Psychological outcomes are more likely to be defined as employee's work value, which is, represents employees' enjoyment while satisfying their customers' needs and create a loyal relationship with his/her customers (Menguc et al., 2016). Job satisfaction indicates the affective or cognitive degree of employee's favor or disfavor to his/her job experience (Zhao et al., 2016b). Employee commitment, however, is the comparative strength of an employee's identification and participation in a specific organization, which is basically related with the affective and emotional commitment. Emotionally attached employees tend to share values of the organization and try their best to achieve organization's goals more (Hartline, Maxham, & McKee, 2000).

Previous studies state that employee commitment and employee turnover intentions are positively related and affected by the degree of job satisfaction (Bell & Menguc, 2002; Bettencourt& Brown, 2003; Devece,

2016; Liden, 2000; Lindblom et al., 2015; Menguc & Boichuk, 2012; Paulin et al., 2006; Yi et al., 2011). Employee commitment has a direct effect on employee's turnover purpose in terms of role stressors, burnout, low job satisfaction and performance (Singh, 2000).

Job satisfaction and employee commitment are positive indicators due to employee's behaviors in the workplace. These work attitudes eventually affect the work life and service performance of the employees (Hartline et al., 2000). Satisfied employees have more opportunities to enhance their self-esteem and benefit from new occasions. Hackman and Oldham (1976) state that job satisfaction is really critical and employees, who think that their jobs are significant and valuable, tend to perceive higher job satisfaction than those who think that their jobs have a little importance. Once employees distinguish that their jobs are meaningful and valuable for the organization, they unconsciously become more engaged, try to take new challenges for achieving the organization goals and help their coworker to perform in a better context. Job satisfaction may contribute the sense of employee's commitment through the work life. Employees tend to hold high esteem in the organizations that provide opportunities for self-improvement, create challenges and give chances to employees to take new responsibilities. While providing these, it is very vital from the organization's side to make employees notice that both they and their work are valuable. In doing so, employees and organization become more committed to each other. Therefore job satisfaction is a vital precursor for employee commitment (Liden et al., 2000).

Organizational commitment and job satisfaction are two important concepts that researchers focus during the past years to create a better management view. According to Yi et al. (2011), stress level is an essential factor that affect the degree of job satisfaction and employee commitment. The greater the stress level is, the lower the level of employee's job satisfaction is. This correlation affects the employee commitment directly. Becoming stressful during a performance creates a feeling to withdraw from the job because employees start to believe that this job will not provide them with a sense of success. Heavy stress induces low job satisfaction so this causes lower self-esteem and employee commitment. Lages (2012) also supports that the key antecedent of employee commitment is job satisfaction.

In the service sector, frontline employees' behaviors significantly affect customers' perception towards the organization. Making frontline employees behave with positive attitudes and enjoyment is in line with the concept of job satisfaction. Therefore, satisfied employees are perceived as more effective and more willing to perform an extra effort on the job (Lindblom et al., 2015). Organizational commitment and job satisfaction are the two important concepts that are widely researched and are claimed to have an effect on providing high quality service. In the literature, the relationship between employee commitment and job satisfaction is well-known in terms of turnover intentions (Macintosh & Krush, 2014) and Lages (2012) states that satisfied employees are more likely to behave in line with the organization's values because of their feeling of commitment. In the same way, Bettencourt

and Brown (1997; 2003) propose that job dissatisfaction may cause psychological withdrawal, so this reduces the employee commitment which in turn indications to behavioral abandonment from the organization. In a study by Paulin et al. (2006), employee commitment is researched in a different concept under favor of including customer-linked job satisfaction and make it bimodal. These researchers state that employees are apprehensive with the organization's well being not only because of their individual comfort but also because of the comfort of their customers. This could be considered as becoming a customer-oriented firm that affects employee commitment and job satisfaction positively. This strong relationship between employee commitment and job satisfaction has also been mentioned in the research by Barnes, Ponder and Hopkins (2015) as affective commitment. Furthermore, the positive association between job satisfaction and employee commitment in terms of lower turnover intentions and higher satisfaction and how it mediates in terms of service performance are well established in the literature (Donavan et al., 2004; Lindblom et al., 2015; Paulin et al., 2006)

Employees' satisfaction and commitment is not only related with the organizational identification and customer orientation but also coworker relationship quality and work place plays a vital role. Feeling a member in work place is very essential for group affiliation because people spent more time rather than the work groups s/he spent time in and person's subsistence depends on the continuity of this organization, so his or her performance quality will affect the fortune of the firm (Bergami & Bagozzi, 2000). This

judgment is mentioned before as a part of the social identity theory and can be briefly defined as; people are more likely to feel comfortable and share more things around people who have similar features with them (Ashforth, 1999). Frontline employees are the representatives of the organization in the face of customers therefore supporting them in the group are very essential for the future service performance of the organization. Experienced members in the group should support the new comers from the point of, client perspective, ability, challenges and new tasks. Additionally both supervisors and coworkers have the know how about job and client related information, it should be inevitable for them to teach how should they effectively overcome the challenges, and take advantage from the opportunities (Bergami & Bagozzi, 2000).

Applied psychology has already started to mention about the coworker support and its positive cumulative effects on employee's satisfaction and commitment (Chiaburu & Harrison, 2008). Coworker support is also very significant for reducing the employees' stress level (Viswesvaran, Sanchez & Fisher, 1999) burnout (Halbesleben, 2006) and increasing service performance (Menguc et al., 2016). Customer oriented frontline employees were always a valuable resource for organizations to generate great differentiations and improve performance results (Zablah et al., 2012). In marketing literature, the role of frontline employees is highlighted in many times and proven that customer orientation plays a vital role on employees' engagement and overall service performance (Donavan et al., 2004). According to Harter et al. (2002),

attached customer oriented employees, exposed higher job satisfaction, commitment and service performance. In the same way their turnover intentions are lower than those are not customer oriented (Menguc et al., 2016). During the clarification of coworker support, person-group fit is mentioned. The starting point of this fit is social comparison theory and shortly, individuals are more likely to be in a group that has common features, behaviors, interests and goals. The reason behind the impact of organizational identification on coworker relationship quality originates from this. Hence, employees perform higher coworker relationship quality once they share common goals and values because they will be more socially interacted. Higher coworker relationship quality demonstrates superior teamwork, harmonization and trust between coworkers which generates higher job satisfaction and employee commitment (Liden et al., 2000). Coworker relationship quality has an effect on employee commitment in several reasons. For example, in the study by Van Maanen and Schein (1977) coworker relationship quality improve the relationship between the new employee and his/her counselor, thus it creates connectivity between employee and the organization, which initiates stronger identification towards the organization (Mathieu, & Zajac, 1990). Employee commitment can also be explained as the strong feeling of an person's association or participation towards the company. Employee commitment is also very fundamental for employees to learn different aspects of the company as well as the behaviors of their coworkers. Additional support from their coworkers will generate faster learning process

and help them to become more attached to each other. This strong relation between affective commitment and coworker relationship is also proved in the article which is written by (Malhotra & Ackfeldt, 2016). In the same way, Barnes et al., (2015) also suggest some evidence related with the coworker relationship quality and how it positively affects to both employee commitment and job satisfaction. The person-job fit is also mentioned in literature as substantial issue plays a part on employee commitment and coworker relationship quality. Many people try their best to choose a job or a task, which contains the most similar features, with his/her characteristics, abilities and interests (Brown et al., 2002). Factors other than mentioned before could influence the employee commitment. Not only the empowering relationship with the supervisors but also the relationship between coworkers and their helps towards each other impress the commitment level in the organization. For example, according to Chiaburu and Harrison (2008) coworkers should procure organizational experience part of their tasks with psychological support, training and mentoring one another. These activities clearly aim to enhance loyalty, excavating commitment to the organization.

By the time coworkers start to contribute the social environment at work, it affects the behavioral outcomes of employees and reduce their intention to leave the organization. Employees enjoy themselves once they have coworkers who have similar features, stand by with them. This caused an environment open to communication and increase the overall engagement level of the employee. With the help of the emotional support of coworkers,

employees start to connect in a interpersonal network with each other, superiority of these interchange indicates to fewer job searching activities and increase retention (Mitchell et al., 2001). Both academicians and practitioners consider frontline employees with attention due to fact that, these workers' attitudes and behaviors against customers are highly effective from the customer side. During their interaction both customers and employees' satisfaction, service quality influenced with each other (Yoon & Suh, 2003). Therefore, service marketers and researchers have searched this relationship and how it is affected by other items from both the customers and employee' side such as; job satisfaction (Hartline et al., 2000), coworker relationship quality (Menguc et al., 2016), employee commitment (Allen & Meyer, 1990) which create higher service quality (Bettencourt & Brown, 1997).

There are plenty of research that suggest that person-situation interaction affect the work environment with both personal and technical side (Donavan et al., 2004; Greguras, 2009; Kristof et al., 2005; Menguc et al., 2016). These interpersonal and environmental factors play a vital role together rather than alone. Individuals bring certain characteristics features to the work place and behave his/her coworkers according to these features. In a social context, people are more likely to enjoy people who have similar characteristics with them. So during this interaction, it is normal to be affected from the colleagues' behaviors in a customer or coworker contact time. Hence, it can be said that the positive influence of coworker's behaviors affects the individuals job satisfaction (Donavan et al., 2004). In the same way, Locke

(1969) also defines job satisfaction as a desire emotion that originates from an evaluation of someone's job or succeeding on someone's job values. Employee's attitudes toward their jobs could arise from the task itself, salary, relationship with coworkers and supervisors, type of work and autonomy etc. (Buil, Catalán & Martínez, 2016).

With respect to team-member exchange literature, coworker relationship quality is defined as an individual's sensation of social interactions s/he has with colleagues with the help of mutual contribution of new designs, feedbacks and assistance (Seers,1989). This reciprocal relationship between coworkers and employees improve the social exchange and interaction with other team members. The essence of this idea originates from the fact that to create effective member work relationship to his/her peers (Seers, 1989). Because enhancing this horizontal relationship between coworkers have a positive effect on employee's satisfaction and service performance. Addordance to value congruence (Cable & Edwards, 2004) and social identity (Ashforth, 1999) theories, employees tend to interact with their coworkers if they share common values and goals so creating a social attraction might be easier. High coworkers relationship quality inspire employees to generate better working environment due to greater collaboration, cooperation and trust. As a result of this, employees' job satisfaction level will be affected in a positive direction (Menguc et al., 2016). In their study, Greguras and Diefendorff (2009) also support the importance of coworkers on job satisfaction because all employees depend on their

coworkers part of their work day to solve some problem or collaborate on tasks. Hence, this relationship attributes the development process between job satisfaction, commitment and overall service performance. Cable & Edwards (2004) state that individuals are more likely to enjoy during a social exchange if other group members have the similar specialties with him/her. This may reduce the uncertainty and increase the open communication.

Consequently under the condition of nonoccurrence in the group, employees started to feel less devoted to the both group and organization, disregard to the overall service quality towards the customers and feel unsatisfied with their jobs. Teamwork is also very practical in terms of cooperative work between dependent groups. Most of the authors mentioned that, organizations that provide services with the help of teamwork always generate greater revenues rather than organizations prefer to work alone (Alegre et al., 2016). During communication in the group colleagues share information and knowledge also prioritize the team's goals and problems before the individual's problems. This helps the employees to spend all their energy and effort to solve the team's current problems and try their best to enhance better service quality. Finally, job satisfaction is an emotion that person's overall assessment towards work environment. Coworker's relationship quality is also significant part of the work environment so coworkers relationship quality has a disputable impact on job satisfaction (Alegre et al., 2016).

Workmates can also affect employee's ideas and mindsets through communication, providing task or behavior related suggestions, assistance or affective support.

Employee commitment, service performance and job satisfaction are the center of the individual's work experience. In work organization, employees predicate both negative and positive reaction from coworkers and they might be thrilled by some of them due to reaction's emotional side. All this reactions are easily spread around the organization swiftly through coworkers because they share a lot during a work hour. This common, generic consensus between employees leads a situational qualification among employee's behaviors (Chiaburu & Harrison, 2008). The empirical investigation between coworkers' behaviors and job satisfaction is also searched in and resulted that the perception of employees among coworkers behaviors are affected from each other (Barnes et al., 2015). Employees with higher organizational support tend to appraise their satisfaction level higher than those who do not support the organization very much. The reason behind this idea is that, employees with higher organizational support estimate their jobs as more pleasant and feel glad during workday (Rhoades & Eisenberger, 2002). Organizational support and coworker relationship are also the factors that affect employees' social-emotional needs in the work place. Lages (2012) indicate that these social emotional needs as; self-esteem, social approval, affiliation, respect, care and emotional support. The quality of coworker relationship also warrant employee an instant support when it is necessary. So,

by providing this social emotional needs and appropriate support conduce the job satisfaction augmentation. According to Paulin et al. (2006), the inevitable connection between coworker support and service quality is stated. Job satisfaction and employee commitment is always stated as a mediator factors for service quality (Deeter-Schmelz & Ramsey, 2003). Although delivering excellent service depend on the employee's job satisfaction and commitment, the coworkers' support on these two should be considered as well. Therefore coworker support is also very fundamental during the research of service quality. Employee's job satisfaction is also related with work itself, supervision, pay, promotion and coworkers (Smith, 1992). According to Paulin et al. (2006), coworker support has the highest score on data analysis and the model itself highlighted the fact that positive impact of coworker's support on employee's job satisfaction and commitment. Lee et al. (2016) also state that, customer orientation creates efficient job related consequences such as; increased job satisfaction, organizational identification, employee commitment, good service quality, work engagement and empowerment while reducing role conflict, burnout and turnover intentions. Coworker support has also positive effect on reducing the workload and stress level. By providing to each other, support, advice, instruction and assistance, coworkers try to make the work environment easier. This network and support enhance individual's reputation, higher status and career success, job satisfaction as well as reducing the workplace isolation (Macintosh & Krush, 2014). The job satisfaction is affected by employee's feeling it, but also organization's

regulations, structures, management and processes. During this complexity having a colleague's support would be very critical to engage more. So combining all these together, job satisfaction is not an individual concept that affected only by the employee's feeling towards job. The actual outcomes originates from the inner circle's behaviors and support (Lee et al., 2015; Park & Deitz, 2006).

The relationship between organizational identification, coworker relationship quality, job satisfaction and employee commitment are researched in the literature and are still being searched in terms of organizational behavior and employee psychology. Over the pages, it is mentioned several of the valuable authors opinions, studies and measurements about these concepts have been mentioned. Academic studies reveals the fact that, employees who have similar features, characteristics, goals and wants are more likely to gather together in order to be integral in an organization. This situation enhances the organizational identification level of the individual. With respect to the level of organizational identification, coworkers start to share their thoughts, experiences, suggestions and needs to each other to bond in a social context. Even though it is very important to build relationship with the coworkers, the support of them is also very essential over the course of service performance. Endorsement of the coworker creates a happy environment in the workplace, which caused job satisfaction and commitment from the employee side. Because, individuals enjoy working in an environment with supportive and understanding coworkers and it is a good feeling that they can get help if it is

necessary. This caused higher satisfaction level as well as higher commitment. Organizational identification's effect on job satisfaction and employee commitment is vital too. Lots of authors stated as organizational identification and employee commitment are coming from the same family, so it is very common that similar goals and values bonds employees together and this creates a socially supported environment for employees to attach more. The positive affect of job satisfaction on employee commitment is also very common in the literature. Basically employees that are highly satisfied with their jobs, demonstrate lower turnover intentions. While explaining these relationships, service performance, service quality and employee's behaviors are also entreated. The overall relationship between these items will be explained in further section.

This part of the dissertation summarizes the preceding studies, which offer empirical proof of numerous significant dimensions of frontline employee's service performance, and offer hypotheses of this study. From the studies, the conclusion that can be drawn is that employee's service performance is a diverse concept that can be measured from several perspectives.

1.2.9. Theoretical Framework of Prosocial Behavior

Both the scientist and marketers are researching frontline employee's service behaviors and try to improve methods to increase the quality of the service behavior. In the previous pages many other things are mentioned that the main influencer of frontline employees' service behaviors. Many

organizations defined their services as a “people service profits” to predicate their trust among their employees (Bell & Menguc, 2002). In many organizations service employees are the key factors of the firm’s competitive advantage and differentiation. Customer satisfaction, perceived service quality and their judgments to stay loyal to the company are related not only with the product itself but also sales representative’s attitudes and behaviors towards customers. Frontline employees provide many advantages to the company but the main one is, creating affirmative image to the firm and providing service beyond the call of duty (Bitner, Booms & Tetreault, 1990; Bowen, & Schneider, 1985; Schneider & Bowen, 1993). Prosocial behaviors refer the assisting behaviors of the employees directed to company or colleagues. There are two types of prosocial behaviors to be described, first one is the behavior, which is referred direct to consumers or either coworkers. Second one is role prescribed prosocial behaviors that are highly important in our study. According to Bettencourt & Brown (1997), role prescribed prosocial behaviors divided into three which are extra role, role prescribed customer services and cooperation. First of all, extra role behaviors are mostly above and beyond the requirements of the employees and design to benefit or intend to benefit to the organization. These are the optional behaviors for the employees to implement during service performance that are not required for employee’s current job description. Marketers highlighted this concept that, to delight the customers, employees are providing service with little extras such as; extra attention, spontaneously exceptional service to create positive

emotional responses from the customers. Secondly, role prescribed customer services explins to the behaviors that are randomly expected from the employees during the service performance. Expectations from these behaviors may be realized with respect to implicit norms in the work place or the explicit compulsions that are required in organization's legal papers such as; job descriptions, performance evaluation forms, service behaviors guide etc. Third one called cooperation that indicates the helpful behaviors to their group members and coworkers. The reciprocal of exceptional service behaviors to customers derives from the internal service among coworkers. Many other studies are supporting the fact that, incomparable customers service braces up the cooperation of coworkers and the internal assistance among contact employees.

Parasuraman, Zeithaml and Berry (1988) divide prosocial behaviors into three that are; external representation, internal influence and service delivery. External representation behaviors are to defend organization's current services, products and image to outsiders. Internal influence behaviors are individuals' possessions and try to communicate to the firm, coworkers or oneself to create better service quality for organization. Lastly service delivery is to serving customers in a hardworking, responsive, concentrating and gentle matter. For majority frontline employees' service delivery behaviors are more likely to be determined before by the organization with the help of job descriptions, sales techniques, customer orientation etc. But external representation and internal influence taking behaviors are on the other hand

are more discretionary. So those are the behaviors that differentiate the organization from the competitors.

Presence of service behaviors in interior documents such as; performance evaluation forms, education supplies, job descriptions etc. are methods that all organizations are using. On the other hand these are the expressions that employees can reflect their own characteristics features to the service itself. As a result, external representation stated for employees to become a local defender for the organization to outsiders and advocate firm's image, products and services. Internal influence defined as taking initiatives in communications to the firm and coworkers to improve the service quality by the organization, coworkers and oneself. Finally service delivery defined as providing service to customers in a conscientious, responsive, attentive and kindness method (Bettencourt & Brown, 2003). Once they started to behave with respect to prosocial behaviors, they become more committed to the company and start to feel like organization's members. Organizational members, who are helping their coworkers, with the help of the cooperative behaviors, enhance the organization's effectiveness directly. Prosocial behaviors are playing a vital role in the firm's success. Because of that they are not the part of employee's job, it is hard to be adopted by employees unless there is a strong organizational identification, coworker support, satisfaction and commitment items in the work place (Brief & Motowidlo, 1986).

1.2.10. Prosocial Behavior, Employee Service Performance and the Applicable Factors

According to the research, which is related with the current topic, Babakus et al (2009) argue that, frontline employees are the direct contributor of the sales performance because of their frequent communication with customers. Therefore, frontline employees' attitudes, behaviors, the way of representation and how they implement the firm's values influence customer's perceived service quality, satisfaction towards firm's service and loyalty to the firm itself which depends on the sales representatives performance result. In the same way, Chan & Wan (2012), mention that, managing frontline employees' attitudes and behaviors towards customers is very significant because of their reactions are extremely effective on customer's overall consumption behaviors. To enhance a better service quality, behaviors' of the frontline employees should be similar with the organization's values therefore, hiring employees who identify themselves with the organization's goals would be helpful to enhance the service quality. In the service conditions, frontline employees generally contribute character specialties while expressing socially desired emotions during the transition with the customer. During this process, manager cannot monitor all the transaction especially the emotional reactions. Shortly, what is expected from the employees are not specified because of their instant emotions (Zhang, Liu, Wang, & Shen, 2011).

According to previous research, highly organizationally identified employees are more likely to behave in accordance to prosocially, remain with

the organization more, generate higher service quality and feel more satisfied (Mael & Ashforth, 1995; O'Reilly & Chatman, 1986; Wan-Huggins et al., 1998). According to Pratt (1998) and Shamir (1990), organizational identification has also impact on employee's inspiration, implementation, and faithfulness towards the organization, satisfaction and cooperative behaviors among coworkers. Therefore, companies with high organization identification level, help the company to improve their service climate during the exchange relationship and facilitate the overall process. In the same way, customers confront a contradiction during the communication with the frontline employee between what they receive and what they expect to receive; hence their perception towards service quality can be change. During the service transaction, individual's emotional reactions could influence their comments about service quality from the situations that customers encounter. Therefore, for those who implements organizationally identified behaviors and feel happy with their membership towards the organizational life, see this process like their own business and try to help other team members to behave in the same direction during the service performance to improve the quality (Tajfel, & Turner, 1979). In addition, organizational identification encourage the supportive attitudes or even "self sacrifice" to the organization (Mael & Ashforth, 1992). Employees with higher organizational identification are more like to accompany symbolic value or meaning. When they acquire treatments like respect, trust, admiration and indebtedness from the organization, they will more likely contribute these to their work roles, embracing in role

behavior (Turnley, Bolino, Lester, & Bloodgood, 2003).

Another study, which contains customer, oriented sales behaviors state that customer orientation is imperative to behave market-oriented culture in the organization and making this culture essential is highly suggested for supplemented sales force and business performance (Menguc & Boichuk, 2012). Employees' actions towards customers have a huge success factor on the firm's overall service performance. There are several academic sources (Lee et al., 2016; Lindsey Hall et al., 2016; Menguc et al., 2016; Menguc & Boichuk, 2012) that proves the positive effect of customer orientation on frontline employee's service performance rather than employees with standard scripts. In this study, customer orientation is adopted by the psychological perspective and defined as; represented employee work value that enjoying satisfying its customers and committed to its customer's not only the needs/wants but also well-being (Zablah et al., 2012).

Although organizational identification's effect on service behavior is relevant, there are also other applicable concepts that influence employees' external representation and internal influence such as, job satisfaction and employee commitment (Bettencourt, Brown, & MacKenzie, 2005). Both of them are very widely mentioned in marketing literatures in terms of social interaction attitudinal antecedents of prosaically behaviors. Perceptions of organizational fairness guide employees to determine their relationship with the organization with a clear social exchange with the help of satisfaction and commitment, which again guide them to behave prosocial. According to Blau

(1968), employees' recurrent social movements towards his/her coworkers and customers are depended to level of employees' psychological attachment to the company. This argument show why employee commitment and psychological attachment between firm and employee itself is important in terms of reflecting employee's beliefs and relocate this relationship beyond the obligations. Bettencourt et al. (2005) summarize the relationship between prosocial behaviors, job satisfaction and employee commitment in three items. First; not only in the Blau, (1964;1968), theoretical argument between the employee and the firm but also in Menguc (2000), a rational relationship has drawn with respect to current social exchange. Second; because of the substantial relationship between commitment and satisfaction, these two concepts are used several times in the literature to define service performance. In the context of prosocial behaviors and it's contained arguments among social interactions, the explanation and effect of commitment and satisfaction will be necessary (MacKenzie et al., 1998). Third, trust and perceived organizational support is accepted as alternative social exchange originators that lead us to develop social bonds like satisfaction and commitment (Wayne, Shore, Bommer, & Tetrick, 2002). In the research of by Bettencourt and Brown (1997), the preceding discussion reveal the significance of frontline employees' prosocial behaviors and job satisfaction to service superiority. Another proof that is driven by Bettencourt and Brown (2003) is that the importance of the frontline employees, specified in the article that, they are playing vital role during the representation of the organization to outsiders

with the help of the firm's image, products and services. Frontline employees are in a position of widen the limits during the service and provide both the firm and their coworkers to share information internally about enhancing the customer service quality. Finally, frontline employees' behaviors are extremely important to create customer satisfaction because during service customers affected by the behaviors of these frontline employees such as; personal attractiveness, responsiveness, courtesy and keeping promises.

Many other researches highlighted the importance of the customer satisfaction and employee's service performance is related with each other. For example in the study by Yim et al. (2012) the reason behind the customer satisfaction stated as employee satisfaction and employee participation during the sales performance. Frontline employees' intrinsic values of participation enjoyment in the same way extrinsic values (economic values for customers and stress values for employees) of enjoyment affect their behavioral outcome. These intrinsic and extrinsic values can be defined as prosocial behaviors too (Yim et al., 2012). The contribution of the frontline employee during the service performance is not arguable.

Repurchase behavior of the customer is most widely relevant with customer loyalty. On the other hand, in previous studies, employee's job performance is an indicator of customer loyalty with the help of organizational behaviors, which called prosocial behaviors (Cehajic, Brown, & Castano, 2008; Chandon, Morwitz, & Reinartz, 2005; Morgan, & Rego, 2006; Wagner, Hennig-Thurau, & Rudolph, 2009). In addition, Park and Deitz (2006)

document that higher coworker relationship quality provides frontline employees to generate higher job satisfaction and commitment towards the organization because they feel more supported by their colleagues and enjoy more influence, mutual trust and respect reciprocal. Taking support from your coworkers is helping the employees to respond and adapt to changing customer needs and serving them in more effective way. The quality of the frontline employee's peer, their job attitude and relationship between play a fundamental role during the sales performance too. External representation is also a word of mouth communication for outside the firm and helps customers to understand the job requirements, organization's images, values and service (Shinnar, Young, & Meana, 2004). Similarly, employees with higher organizational identification, try to act more in the benefit of the firm (Organ, & Ryan, 1995). In the line with the previous research, job satisfaction and organizational commitment are the key precursors to external representation behaviors (Parish, Berry, & Lam, 2008). Internal influence behaviors are basically realized between coworkers. For example; an employee can suggest to a coworker how to perform a explicit mission or give suggestions based on their former experiences. Therefore, these kinds of behaviors help to develop organizational information and development that refer to create higher competitive advantage in the market. Employees estimated to engross higher internal influence behaviors for both themselves and their coworkers after they have practiced a amusing confront from the organization (Barnes et al., 2015). This triggers the fact that, higher organizational identification proposed higher

internal influence behaviors in the workplace. According to Mael & Ashforth (1992), employees identify themselves with the values and goals' of the organization so under the this psychological perspective, employees start to act positive or negative interactions for personal success or failure in the organization. Thus, employees who satisfy and commit, become more motivated to engage in firm's performs that are most beneficial for the service and always try to enhance their coworkers' service behaviors too. Finally the service delivery behaviors have importance during the development of interpersonal bonds between customers and frontline employee (Gremler, & Gwinner, 2000). The importance of the employee's behaviors are highlighted in several researches by taking inspiration from (Parasuraman et al., 1988).

Employee job satisfaction and their service quality behaviors are well accepted during this section in the same way, employee's commitment is also explained with respect to social identification theory in several times in different sections. Based on upon social identification theory, employees who are more committed to their firms, work harder and try to show more effort to provide better service quality. Increase effort might engage the employee with its coworkers and this links to prosocial behaviors. Previous studies found empirical provision on high level of employee commitment is related with the demonstrating behaviors that are apart from their job descriptions, for the welfare of the organization (Bettencourt et al., 2005; Limpanitgul, Jirotmontree, Robson, & Boonchoo, 2013; Malhotra & Ackfeldt, 2016). Increasing employee commitment will lead to employee's prosocial behaviors

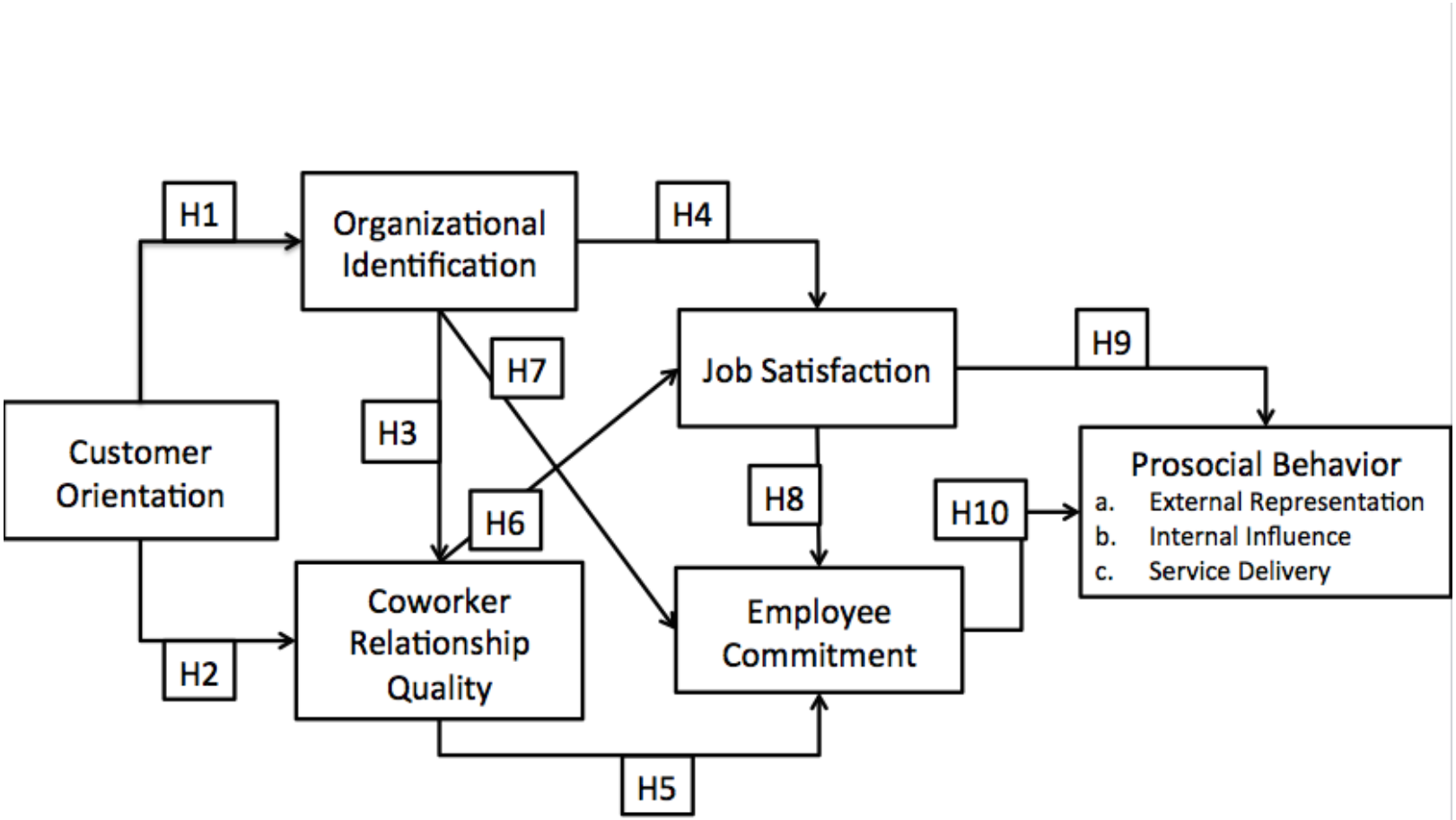
because of the “feel good-do good” link recognized in management literature stated in (Barnes et al., 2015). Therefore, positive moods of the employee, try to enhance greater service delivery behaviors and engage his/her coworkers during conversations. In the line of the positive impact of job satisfaction and employee commitment on employee’s prosocial behavior, there is a positive relationship between employee commitment, job satisfaction and employee’s prosocial behaviors (Lages, 2012; Lee, 2015; Limpanitgul, 2013; MacKenzie, 1998; Zhang,2011). Highly committed employees are more likely to influence outsiders (e.g., customers, competitors, suppliers) with respect to positive image of the firm. In the same way, highly satisfied employees tend to show their appreciation towards the firm as an external representative. This may also generates the coworker support to reduce the exhaustion and enhancing the service quality. With respect to all variables and their interwoven relationship that are explained toward the pages, following hypotheses are written in the next section.

1.2.11. Research Model

In the light of the literature view, there is certain association between job satisfaction and employee commitment on employees’ prosocial behaviors. On the other hand, customer oriented organizations are more likely to behave organizationally identified; therefore relationship quality between their coworkers would be enhanced. Another perspective for this relationship is; employees who are identified themselves with the organization’s goals and values (with respect to social identity theory), are more willing to behave loyal

to the company as well as work more satisfied. Consequently the model which is stated as below, will be tested in this thesis in order to contribute to the social science and organizations about the factors that affecting employees prosocial behaviors.

Figure 1: Hypothesized (Conceptual) Model



1.2.12. Hypotheses

In the literature review, studies provide empirical evidence of the relationship between customer orientation, organization identification and coworker relationship quality (Barksdale & Werner, 2001; Bell & Menguc, 2002; Farrell & Oczkowski, 2012; Grizzle et al., 2009; Menguc & Boichuk, 2012). Customer orientation is undoubtedly very significant for the marketers and sales organizations. Customer oriented sales people are similar to each other in terms of sharing the same goals and values and always try to help each other to generate service quality. In the line with social identity theory, individuals who have similar goals and values are tend to behave in the same direction that's why, organizations create an environment in the workplace to gather employees in the same objective. Due to organizational identification and become customer oriented, colleagues are more likely to make suggestions towards the service or specific tasks with respect to former experiences. Therefore, the following hypotheses are suggested:

H1: Customer orientation has a positive impact on organizational identification.

H2: Customer orientation has a positive impact on coworker relationship quality.

H3: Organizational identification has a positive impact on coworker relationship quality.

In the organizational setting organization-employee and employee-coworker fit matters in terms of employee satisfaction, commitment and

overall service performance. According to previous research, employees who identifies themselves with the organization's goals, values and features are more likely to remain with the organization (Cable & Edwards, 2004; Devece et al., 2016; Menguc et al., 2016; Paulin et al., 2006; Wheeler et al., 2006). With respect to employee-job fit, individuals with similar aims work in a harmony and try to help each other during service performance or in specific job tasks. This generates the coworker relationship quality in a positive way, so employees start to share more than a work life together. Thus, the following hypotheses are suggested:

H4: Organizational identification has a positive impact on job satisfaction.

H5: Coworker relationship quality has a positive impact on employee commitment.

H6: Coworker relationship quality has a positive impact on job satisfaction.

H7: Organizational identification has a positive impact on employee commitment.

H8: Job satisfaction has a positive impact on employee commitment.

Enhancing service quality would be the main objective of any firm in the market. Hence, higher committed and satisfied employees are more likely to behave in the wellbeing of the firm. These behaviors could be beyond the employee's current job description, which refers to prosocial behaviors. Previous research suggests that frontline employees behaviors affect the customer's overall repurchase behavior and satisfaction (Bettencourt et al., 2005; Lee et al., 2015; Zhang et al., 2011),. It is no doubt in customer oriented

service climate; employees should ensure explicit and implicit working behaviors during the service performance to generate service profit chain. Creating high quality service from the customer's side it is important to behave prosocially which can be define as; external representation, internal influence and service delivery. For the aim of explaining both prosocial behavior and how it is affected by the satisfaction and commitment, the following hypotheses are suggested:

H9: Job Satisfaction has a positive impact on employee's prosocial behaviors.

H10: Employee commitment has a positive impact on employee's prosocial behaviors.

1.3. CHAPTER 3

Chapter 3 is the section of research and analysis of this dissertation. In Chapter 3 the arguments of the data collection procedures and sample, the background of the study and the measurement instruments, which are used, are presented. In the next chapter, the research methods of the study and criteria used to assess the research hypotheses will be presented.

1.3.1. Data Collection and Sample Description

In order to collect the data for this dissertation study, an online survey software Google Form was used to distribute the questionnaire (see Appendix 1) to individuals who are known to work in a service sector as a frontline employee. With the help of the Google Form, 450 individuals were invited to respond to the questionnaire and 353 responses were received of which 328

were usable for this study. 25 of these were eliminated because of missing or outliers (e.g. not a frontline employee etc.).

The reason that proposed model is related with prosocial behaviors and firm's overall service performance, this sample is selected from the people who are working in a service sector that has a direct relationship with customers. There are very different segments in this sample such as; accounting, law, banking, consulting, audit, education, energy, finance, FMCG, nourishment, pharmacy, human resources, management, cultural and art, advertisement, organization, automotive industry, health, insurance, social media management, textile, sales, marketing, logistic and finally social service. But the common feature between all these segments is to provide service to the customer.

According to demographic information of this sample, 132 men were involved in this survey and 196 were women. On the other hand, the majority of this sample was single (269) in the same way, 59 people were married. Marital status would be related with the age factor of this sample because the number of people who are between 36-56 is only 30, the rest of them (298) are between 19-35. It can be said that, the majority of this sample constitute from people who are at the beginning of their career and slightly have become expert on their field. There are also 37 people whose role is more similar to a supervisor or manager that can be said, their career did not start that close. Most of the people (291) who involved in this questionnaire, are working in private sector with a salary and occupational group of the rest of the group

stated as; Freelance, public sector and job holder. There are only 8 people, who graduated from high school and did not go to college but the rest of them are graduated from university. In the same way, 71 of these people completed their masters of PhD degree too. 270 of them is working in their current company at least for 1 year and 303 people of this sample, changed their jobs in different quarters but the 272 of these people did change their jobs 2 times at most so it can be said that, these sample appears like loyal to their company although, it depends the analysis to deduce that idea.

For empirical studies, sample size has importance in providing reliability. According to Tabachnick and Fidell (2007) the sample that occurred between 200-300 individual is enough to conduct a factor analysis. Osborne and Costello (2004) highlight that factor analysis and others such as structural model analysis need large samples because there are not well suited for small sample sizes. In addition, Suhr (2008) states that the requirement of adequate sample size is to have a 20 to 1 ratio for the number of subjects to the number of model parameters. However, a 5 to 1 ratio can be a realistic target for a study. For these reasons, this study is an appropriate sample size is used for the analysis.

1.3.2. Measurement Instruments

1.3.2.1. Customer Orientation

The customer orientation scale is taken from the study by Menguc et al. (2016) and it is composed of eleven items that are scored on a 5-point Likert type scale with the end points 1= "strongly disagree" and 5= "strongly agree". In the study by Menguc et al. (2016), customer orientation has two dimensions which are need and enjoyment. The need dimension is measured by a five item scale adopted from the study by Thomas, Soutar, and Ryan (2001) and the enjoyment dimension is measured by a six item scale adopted from the study by Brown et al. (2002).

Table 1: Customer Orientation

Statement:
I try to figure out a customer's needs.
I have the customer's best interests in mind.
I take a problem-solving approach when selling products to customers.
I recommend products that are best suited to solving customers' problems.
I try to find out which kinds of products would be most helpful to customers.
I find it easy to smile at each of my customers.
I enjoy remembering my customers' names.
It comes naturally to have empathy for my customers.
I enjoy responding quickly to my customers' requests.
I get satisfaction from making my customers happy.
I really enjoy serving my customers.

Source: Menguc et al. (2016)

1.3.2.2. Organizational Identification

Organizational identification is measured by using the organizational identification scale that was developed by Mael and Ashforth (1992). In this study, a six-item scale measures identification. All items are measured using a five-point Likert scale with the end points 1= “strongly disagree” and 5= “strongly agree”.

Table 2: Organizational Identification

Statement:
When someone critizes (name of company) it feels like a person insult
I am very interested in what other think about (name of company)
When I talk about this school, I usually say "we" rather than "they"
This company's successes are my success
When someone praises this company, it feels like a personal compliment
If a story in the media criticized the company, I would be embarrassed

Source: Mael and Ashforth (1992)

1.3.2.3. Coworker Relationship Quality

Coworker relationship quality is composed of 7 items scored on 5-point Likert type scales with the end points 1= “strongly disagree” and 5= “strongly agree” and used by Menguc et al. (2016). This scale was used to measure employees’ overall emotions during work life whether they got support or positive reaction from their coworkers or not.

Table 3: Coworker Relationship Quality

Statement:
I know where I stand with my coworkers.
My coworkers understand my work problems and needs.

My coworkers recognize my potential.
My coworkers would use their power to solve my work problems.
I can count on my coworkers to "bail me out" when I really need it.
I defend my coworkers' decisions, even when they are not around.
My working relationship with my coworkers is effective.

Source: Menguc et al. (2016)

1.3.2.4. Job Satisfaction

Job satisfaction was measured with the help of 3 items, 5-point Likert type scales with the end points 1= "strongly disagree" and 5= "strongly agree scale borrowed from (Menguc et al., 2016), which is an adapted and extended version of (O'Reilly III, & Caldwell, 1981) scale. This items in this scale were adjusted to determine how satisfied are the employees or which factors are affecting the satisfaction ratio during employees' work life.

Table 4: Job Satisfaction

Statement:
Overall, I am satisfied with my job.
I would prefer another, more ideal job. (Reverse scored)
I am satisfied with the important aspects of my job.

Source: Menguc et al. (2016)

1.3.2.5. Employee Commitment

Employee commitment was measured using Organizational Commitment Scale developed by (Allen & Meyer, 1990). In organizational commitment scale, commitment is operationally defined in 3 dimensions: affective, continuance and normative. The ideological dimension includes overall beliefs associated with commitment such as; commitment with

feelings, commitment with money and commitment due to lack of alternatives respectively. All dimensions were stated through 5-point Likert type scales with the end points 1= "strongly disagree" and 5= "strongly agree with 24 statements.

Table 5: Employee Commitment

No: Statement:	Dimension:
1. I would be very happy to spend the rest of my career with this organization	Affective
2. I enjoy discussing my organization with people outside it	Affective
3. I really feel as if this organization's problems are my own	Affective
4. I think that I could easily become as attached to another organization as I am to this one (R)	Affective
5. I do not feel like 'part of the family' at my organization (R)	Affective
6. I do not feel 'emotionally attached' to this organization (R)	Affective
7. This organization has a great deal of personal meaning for me	Affective
8. I do not feel a strong sense of belonging to my organization (R)	Affective
9. I am not afraid of what might happen if I quit my job with-out having another one lined up (R)	Continuance
10. It would be very hard for me to leave my organization right now, even if I wanted to	Continuance
11. Too much in my life would be disrupted if I decided I wanted to leave my organization now	Continuance
12. It wouldn't be too costly for me to leave my organization now (R)	Continuance
13. Right now, staying with my organization is a matter of necessity as much as desire	Continuance
14. I feel that I have too few options to consider leaving this organization	Continuance
15. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	Continuance
16. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here	Continuance

17. I think that people these days move from company to company too often.	Normative
18. I do not believe that a person must always be loyal to his or her organization (R)	Normative
19. Jumping from organization to organization does not seem at all unethical to me (R)	Normative
20. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	Normative
21. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	Normative
22. I was taught to believe in the value of remaining loyal to one organization	Normative
23. Things were better in the days when people stayed with one organization for most of their careers	Normative
24. I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore (R)	Normative

Source: Allen and Meyer (1990)

1.3.2.6. Prosocial Behavior

The prosocial behaviors scale is composed of 13 items scored 5-point Likert type scales with the end points 1= "strongly disagree" and 5= "strongly agree developed by Bettencourt et al. (2005). Prosocial behavior functionally distributed into 3 dimensions, which are; external representation, internal influence and service delivery. External representation was measured via 4-item scale designed to beat the degree to employee's verbal support to organization's image, products and services. Internal influence was measured with 4-item scale, intended to acquire the degree of employee's taking individually initiative in communicating to the firm and coworkers about the ways to enhance service delivery by the organization, coworkers and oneself. Service delivery way measured with a 5-item scale that reflects the extent to

which the employee provide service to customers in a conscientious, responsive, hardworking, flexible and courteous manner (Bettencourt & Brown, 1997).

Table 6: Prosocial Behavior

No:	Statement:	Dimension:
1.	Tells outsiders this is a great place to work	External Representation
2.	Generates favorable goodwill for the customer	External Representation
3.	Says good things about company to others	External Representation
4.	Encourages friends and family to use company's products and services	External Representation
5.	Makes constructive suggestions for service improvement	Internal Influence
6.	Contributes many ideas for customer promotions and communications	Internal Influence
7.	Shares creative solutions to customer problems with other team members	Internal Influence
8.	Encourages co-workers to contribute ideas and suggestions for service improvement	Internal Influence
9.	Follows customer service guidelines with extreme care	Service Delivery
10.	Follows up in a timely manner to customer requests and problems	Service Delivery
11.	Regardless of circumstances, exceptionally courteous and respectful to customers	Service Delivery
12.	Follows through in a conscientious manner on promises to customers	Service Delivery
13.	Takes time to understand customer needs on an individual basis	Service Delivery

Source: Bettencourt et al., 2005

1.4. CHAPTER 4

Chapter 4 is the section of research and analysis of this dissertation. Preliminary statistics are presented in this chapter, reliability analysis, moderation analysis and their statistic are presented. Furthermore, to statistical

values, analysis' steps are presented for the each of the analyses with the hypotheses results.

1.4.1. Factor Analysis

The aim of the factor analyses is to find out the variables sets, which are highly interconnected. This interconnection named as factors in the literature (Hair et al., 2010). In general, factor analyses are conducted to find out whether the same constructs derived in the earlier studies can be derived with different data set or to examine the relationship between content categories and empirically derived constructs (Hair et al., 2010).

Before starting to the factor analyses, it is important to see whether the sample is adequate or not (Durmuş et al., 2011). In order to test the sampling adequacy, Keiser-Meyer-Olkin (KMO) and Bartlett's test are used to understand the appropriateness of the data. KMO result shows that, the data that is used in the analysis has occurred from homogenous collection of variables. The lower limit of KMO is claimed to be 0.50 in general (Hair et al., 2010). The upper limit for Bartlett's test is generally agreed to be 0.05 and shows the statistical significance of the inter-correlation between variables (Hair et al., 2010).

Another concept that should be careful about is undimensionality, which can be defined as the existence of a single construct explaining a set of items. Undimensionality is significant when the proposed model contains of more than two constructs (Hair et al., 2010). In order to ensure undimensionality, items with factor loadings should be at least 0.50 (Hattie,

1985). After ensuring the undimensitonality, reliability analyses can be examined too. The most widely measure for reliability is Cronbach's coefficient alpha (Netemeyer et al., 2003). Despite the lack of universal standart of the Cronbach's coefficient alpha, Nunnally and Bernstein (1994) recommends that it should be at least 0.70.

In this study, the results of KMO and Bartlett's tests are found to be satisfactory and results of factor analyses and reliability analyses are provided in the following sections.

1.4.2. Reliability Analysis

1.4.2.1. Factor and Reliability Analyses for Organizational Identification

KMO and Bartlett tests results were satisfactory with KMO = 0.838, χ^2 Bartlett test = 667.139 and p. = 0.000.

Table 7. KMO and Bartlett's Test Results for Organizational Identification

KMO and Bartlett's Test		Result
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.838
Bartlett's Test of Sphericity	Approx. Chi-Square	667.139
	df	15
	Sig.	0.000

The diagonals of the anti-image correlation matrix were all over 0.50 supporting the inclusion of each item in the factor analysis. Then principal component analysis and varimax rotation to the data sets were employed. In order to test the internal consistency, reliability analysis is applied and Cronbach's alpha is estimated. Consequently the factor analyses results for organizational identification is provided in Table 8 where total variance explained is found to be 54.069 %

Table 8. Factor Analyses Results for Organizational Identification

Factor Item	Factor Loading	% Variance	Reliability
OD1	0.801	54.069%	0.826
OD2	0.715		
OD3	0.637		
OD4	0.805		
OD5	0.787		

1.4.2.2. Factor and Reliability Analyses for Customer Orientation

KMO and Bartlett tests results were satisfactory with KMO = 0.889, χ^2 Bartlett test = 1923.378 and p = 0.000.

Table 9. KMO and Bartlett's Test Results for Customer Orientation

KMO and Bartlett's Test		Result
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.889
Bartlett's Test of Sphericity	Approx. Chi-Square	1923.378
	df	45
	Sig.	0.000

The diagonals of the anti-image correlation matrix were all over 0.50 however, second item could not pass component analysis and varimax rotation tests, so it is removed. The rotated component matrix in which CO2 removed in provided in Table 10.

Table 10. Rotated Component Matrix for Customer Orientation

	Rotated Component	
	1	2
CO1	**0.682**	0.226
CO3	**0.880**	0.254
CO4	**0.866**	0.164
CO5	**0.870**	0.193
CO6	-0.042	**0.713**
CO7	0.164	**0.871**
CO8	0.401	**0.700**
CO9	0.344	**0.656**
CO10	0.450	**0.638**
CO11	0.343	**0.769**

As it can be seen in the rotated component matrix, there are two factors in customer orientation, which can be divided as; understanding customers and enjoy providing service to customers. The questions which can be numbered as; CO1, CO3, CO4 and CO5 are included with the understanding customers as Factor 1 of customer orientation and CO6, CO7, CO8, CO9, CO10 and CO11 are included with the enjoy providing service to customers as Factor 2 of customer orientation.

Afterwards, in order to test the internal consistency, reliability analysis is applied and Cronbach's alpha is estimated for both factors. The results of item total statistics are provided in Table 11 and Table 12.

Table 11. Item Total Statistics for Customer Orientation – Understanding Customers

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
CO1	13.0793	3.810	0.581	0.907
CO3	13.2561	3.170	0.837	0.811
CO4	13.2805	3.371	0.779	0.835
CO5	13.2317	3.292	0.788	0.831

Table 12. Item Total Statistics for Customer Orientation – Enjoy Providing Service to Customers

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
CO6	21.2287	13.027	0.485	0.874
CO7	21.1189	11.334	0.783	0.812
CO8	20.9756	13.045	0.702	0.831
CO9	20.9238	12.982	0.621	0.844
CO10	20.7530	13.893	0.656	0.842
CO11	21.0213	12.370	0.745	0.821

Consequently the factor analyses results for information quality is provided in Table 13 where total variance explained is found to be 67.411%.

Table 13. Factor Analyses Results for Customer Orientation

Understanding Customers

Factor Item	Factor Loading	% Variance	Reliability
CO1	0.682		
CO3	0.880		
CO4	0.866	33.752%	0.882
CO5	0.870		

Enjoy Providing Service to Customers

Factor Item	Factor Loading	% Variance	Reliability
CO6	0.713		
CO7	0.871		
CO8	0.700		
CO9	0.656	33.659%	0.861
CO10	0.638		
CO11	0.769		

1.4.2.3. Factor and Reliability Analyses for Coworker Relationship Quality

KMO and Bartlett tests results were satisfactory with KMO = 0.813, χ^2 Bartlett test = 606.424 and p. = 0.000.

Table 14. KMO and Bartlett's Test Results for Organizational Identification

KMO and Bartlett's Test		Result
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.813
Bartlett's Test of Sphericity	Approx. Chi-Square	606.424
	df	15
	Sig.	0.000

The diagonals of the anti-image correlation matrix were all over 0.50 however, first item could not pass component analysis and varimax rotation tests, and so it is removed. The component matrix in which CRQ1 removed in provided in Table 15.

Table 15. Component Matrix for Coworker Relationship Quality

	Component
	1
CRQ2	0.762
CRQ3	0.687
CRQ4	0.758
CRQ5	0.745
CRQ6	0.649
CRQ7	0.721

Afterwards, in order to test the internal consistency, reliability analysis is applied and Cronbach's alpha is estimated for customer relationship quality. The results of item total statistics are provided in Table 16.

Table 16. Item Total Statistics for Coworker Relationship Quality

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
CRQ2	18.4512	12.358	0.627	0.771
CRQ3	18.1646	12.823	0.530	0.792
CRQ4	18.6982	11.624	0.622	0.772
CRQ5	18.6433	11.533	0.610	0.775
CRQ6	18.2287	13.211	0.497	0.798
CRQ7	17.9817	13.474	0.577	0.785

Consequently the factor analyses results for information quality is provided in Table 17 where total variance explained is found to be 52.050%.

Table 17. Factor Analyses Results for Coworker Relationship Quality

Factor Item	Factor Loading	% Variance	Reliability
CRQ2	0.762	52.050%	0.812
CRQ3	0.687		
CRQ4	0.758		
CRQ5	0.745		
CRQ6	0.649		
CRQ7	0.721		

1.4.2.5. Factor and Reliability Analyses for Job Satisfaction

KMO and Bartlett tests results were satisfactory with KMO = 0.508, χ^2 Bartlett test = 168.465 and p. = 0.000.

Table 18. KMO and Bartlett's Test Results for Organizational Identification

KMO and Bartlett's Test		Result
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.508
Bartlett's Test of Sphericity	Approx. Chi-Square	168.465
	df	3
	Sig.	0.000

The diagonals of the anti-image correlation matrix were all over 0.50 however, second item was scored reversed in the component analysis so it is converted to RS2. The component matrix in which RS2 converted in provided in Table 19.

Table19. Component Matrix for Job Satisfaction

	Component
	1
S1	0.885
S2	-0.727
S3	0.653

Afterwards, in order to test the internal consistency, reliability analysis is applied and Cronbach's alpha is estimated for job satisfaction. The results of item total statistics are provided in Table 20.

Table 20. Item Total Statistics for Job Satisfaction

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
S1	6.2683	3.120	0.627	0.230
S3	5.9634	4.225	0.310	0.665
RS2	7.5549	3.202	0.381	0.605

Consequently the factor analyses results for information quality is provided in Table 21 where total variance explained is found to be 57.886%.

Table 21. Factor Analyses Results for Job Satisfaction

Factor Item	Factor Loading	% Variance	Reliability
S1	0.885		
RS2	0.727		
S3	0.653	57.886%	0.617

1.4.2.6. Factor and Reliability Analyses for Employee Commitment

Employee commitment is measured with three-dimension scales, which are affective commitment (AC), normative commitment (NC) and continuance commitment (CC). Therefore reliability analyses will be explained separately and respectively.

KMO and Bartlett tests results were satisfactory with KMO = 0.826 χ^2 Bartlett test = 1110.860 and p. = 0.000.

Table 22. KMO and Bartlett's Test Results for Employee Commitment

KMO and Bartlett's Test		Result
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.826
Bartlett's Test of Sphericity	Approx. Chi-Square	1110.860
	df	28
	Sig.	0.000

1.4.2.7. Affective Commitment

The diagonals of the anti-image correlation matrix were all over 0.50 supporting the inclusion of each item in the factor analysis. Then principal component analysis and varimax rotation to the data sets were employed. In order to test the internal consistency, reliability analysis is applied and Cronbach's alpha is estimated.

Table 23. Rotated Component Matrix for Affective Commitment

	Rotated Component	
	1	2
AC1	**0.605**	-0.323
AC2	**0.789**	-0.074
AC3	**0.831**	-0.079
AC7	**0.737**	-0.336
AC4	0.069	**0.679**
AC5	-0.255	**0.788**
AC6	-0.433	**0.771**
AC8	-0.463	**0.696**

As it can be seen in the rotated component matrix, there are two factors in affective commitment, which can be divided as; enjoying and belongingness. The questions which can be numbered as; AC1, AC2, AC3 and AC7 are included with the enjoying as Factor 1 of affective commitment and AC4, AC5, AC6 and AC8 are included with the belongingness as Factor 2 of affective commitment.

Consequently the factor analyses results for affective commitment is provided in Table 24 where total variance explained is found to be 57.555%.

Table 24. Factor Analyses Results for Affective Commitment

Enjoying

Factor Item	Factor Loading	% Variance	Reliability
AC1	0.605	33.663%	0.785
AC2	0.789		
AC3	0.831		
AC7	0.737		

Belongingness

Factor Item	Factor Loading	% Variance	Reliability
AC4	0.679	29.892%	0.801
AC5	0.788		
AC6	0.771		
AC8	0.696		

1.4.2.8. Normative Commitment

KMO and Bartlett tests results were satisfactory with KMO = 0.733 χ^2 Bartlett test = 277.383 and p. = 0.000.

Table 25. KMO and Bartlett's Test Results for Organizational Identification

KMO and Bartlett's Test		Result
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.733
Bartlett's Test of Sphericity	Approx. Chi-Square	277.383
	df	6
	Sig.	0.000

The diagonals of the anti-image correlation matrix were all over 0.50 however, four items could not pass component analysis and varimax rotation tests, and so it is removed. The component matrix in which NC1, NC2, NC3 and NC8 removed in provided in Table 26.

Table 26. Component Matrix for Normative Commitment

	Component
	1
NC4	0.804
NC5	0.772
NC6	0.718
NC7	0.694

Afterwards, in order to test the internal consistency, reliability analysis is applied and Cronbach's alpha is estimated for normative commitment. The results of item total statistics are provided in Table 27.

Table 27. Item Total Statistics for Normative Commitment

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
NC4	7.8689	8.145	0.599	0.634
NC5	8.1707	8.564	0.560	0.658
NC6	7.2805	8.924	0.488	0.698
NC7	8.0335	8.785	0.467	0.711

Consequently the factor analyses results for information quality is provided in Table 28 where total variance explained is found to be 55.997%.

Table 28. Factor Analyses Results for Normative Commitment

Factor Item	Factor Loading	% Variance	Reliability
NC4	0.804	55.997%	0.736
NC5	0.772		
NC6	0.718		
NC7	0.694		

Continuance Commitment

KMO and Bartlett tests results were satisfactory with KMO = 0.663 χ^2 Bartlett test = 281.318 and p. = 0.000.

Table 29. KMO and Bartlett's Test Results for Organizational Identification

KMO and Bartlett's Test		Result
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.663
Bartlett's Test of Sphericity	Approx. Chi-Square	281.318
	df	28
	Sig.	0.000

The diagonals of the anti-image correlation matrix were all over 0.50 however, 1 item (CC1) could not pass component analysis and varimax rotation tests, and so it is removed. In the same way 1 item was scored reverse that's why it is converted to reversed to RCC4. The component matrix in which CC1 was removed and RCC4 reversed score in provided in Table 30.

Table 30. Rotated Component Matrix for Continuance Commitment

	Rotated Component	
	1	2
CC6	**0.697**	-0.055
CC7	**0.753**	-0.038
CC8	**0.618**	0.307
CC2	0.179	**0.689**
CC3	0.490	**0.647**
CC4	0.355	**- 0.653**
CC5	0.004	**0.523**

Afterwards, in order to test the internal consistency, reliability analysis is applied and Cronbach's alpha is estimated for continuance commitment. The results of item total statistics are provided in Table 31.

Table 31. Item Total Statistics for Continuance Commitment

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
CC6	5.1463	3.599	0.398	0.373
CC7	5.7988	3.733	0.342	0.460
CC8	6.0610	3.501	0.325	0.491

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha If Item Deleted
CC2	9.0488	4.034	0.215	-0.124
CC3	9.2317	3.787	0.272	0.523
CC4	9.6311	6.662	-0.241	0.229
CC5	8.8201	4.827	0.137	0.028

Consequently the factor analyses results for information quality is provided in Table 32 where total variance explained is found to be 50.354%. Unfortunately due to reliability analysis continuance commitment factor measured unreliable. Therefore continuance commitment is not used in the research model.

Table 32. Factor Analyses Results for Continuance Commitment

Factor Item	Factor Loading	% Variance	Reliability
CC6	0.697	26.179%	0.542
CC7	0.753		
CC8	0.618		

Factor Item	Factor Loading	% Variance	Reliability
CC2	0.689		
CC3	0.647		
RCC4	0.653	24.175%	0.149
CC5	0.523		

1.4.2.9. Factor and Reliability Analyses for Prosocial Behaviors

Prosocial Behaviors are measured with three-dimension scales, which are external representation (EXREP), internal influence (INTIF) and service quality (SERVQ). Therefore reliability analyses will be explained separately and respectively.

KMO and Bartlett tests results were satisfactory with KMO = 0.880 χ^2 Bartlett test = 2439.194 and p. = 0.000.

Table 33. KMO and Bartlett's Test Results for Prosocial Behaviors

KMO and Bartlett's Test		Result
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.880
Bartlett's Test of Sphericity	Approx. Chi-Square	2439.194
	df	78
	Sig.	0.000

Table 34. Rotated Component Matrix for Prosocial Behaviors

	Rotated Component		
	1	2	3
INTINF1	**0.827**	0.275	0.168
INTINF2	**0.800**	0.162	0.251
INTINF3	**0.735**	0.459	0.061
INTINF4	**0.794**	0.303	0.149
SERVQ5	**0.512**	0.370	0.331
SERVQ4	0.185	**0.822**	0.154
SERVQ3	0.158	**0.801**	0.177
SERVQ2	0.494	**0.709**	0.144
SERVQ1	0.366	**0.716**	0.130
EXREP1	0.100	0.174	**0.828**
EXREP2	0.297	0.245	**0.563**
EXREP3	0.047	0.158	**0.896**
EXREP4	0.417	-0.038	**0.541**

1.4.2.10. External Representation

The diagonals of the anti-image correlation matrix were all over 0.50 supporting the inclusion of each item in the factor analysis. Then principal component analysis and varimax rotation to the data sets were employed. In order to test the internal consistency, reliability analysis is applied and Cronbach's alpha is estimated. Consequently the factor analyses results for external representation is provided in Table 35 where total variance explained is found to be 26.695 %

Table 35. Factor Analyses Results for External Representation

Factor Item	Factor Loading	% Variance	Reliability
EXREP1	0.828	26.695%	0.891
EXREP2	0.563		
EXREP3	0.896		
EXREP4	0.541		

1.4.2.11. Internal Influence

The diagonals of the anti-image correlation matrix were all over 0.50 however, According to rotated component matrix of the analysis and varimax rotation tests, SERVQ5 is scored in the internal influence factor. The rotated component matrix is which SERVQ5 scored in internal influence provided in table 34.

Consequently the factor analyses results for information quality is provided in Table 35 where total variance explained is found to be 23.012%.

Table 36. Factor Analyses Results for Internal Influence

Factor Item	Factor Loading	% Variance	Reliability
INTINF1	0.827	23.012%	0.849
INTINF2	0.800		
INTINF3	0.735		
INTINF4	0.794		

1.4.2.12. Service Delivery

The diagonals of the anti-image correlation matrix were all over 0.50 however, According to rotated component matrix of the analysis and varimax rotation tests, SERVQ5 is scored in the internal influence factor. The rotated component matrix is which SERVQ5 scored in internal influence provided in table 34. Therefore SERVQ5 is removed.

Consequently the factor analyses results for information quality is provided in Table 37 where total variance explained is found to be 18.598%.

Table 37. Factor Analyses Results for Service Delivery

Factor Item	Factor Loading	% Variance	Reliability
SERVQ1	0.716	18.598%	0.753
SERVQ2	0.709		
SERVQ3	0.801		
SERVQ4	0.822		

1.4.3. Correlation Analysis

Correlation test is performed on the dependent constructs in order to ensure whether there is a relationship between them or not. In the academic literature, it has been accepted that correlation between constructs should not exceed 0.85 when the constructs have a discriminant validity (Kline, 2005). However, according to Hair et al. (2010), correlations higher than 0.85 can be accepted when their distinction is supported by different analysis or theories. Pearson correlation results can be seen in the Table 38.

Table 38. Correlation Analysis Results

	OD	CO F1	CO F2	CRQ	S	AC_Enjoying	AC_Belongingness	NC	EXREP	INTINF
OD	1									
CO F1	.354**	1								
CO F2	.399**	.548**	1							
CRQ	.173**	.225**	.301**	1						
S	.349**	.170**	.373**	.425**	1					
AC_Enjoying	.614**	.293**	.435**	.338**	.642**	1				
AC_Belongingness	-.411**	-.315**	-.304**	-.194**	-.488**	-.561**	1			
NC	.331**	.303**	.117*	.179**	.387**	.505**	-.284**	1		
EXREP	.583**	.411**	.494**	.332**	.537**	.708**	-.511**	.440**	1	
INTINF	.293**	.599**	.490**	.260**	.250**	.281**	-.245**	.211**	.435**	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

As seen on Table 38, the relationship between external representation and affective commitment with r = 0.708 found statistically significant.

A strong correlation between dependent variables, in other words multicollinearity, is something to be eliminated for the success of analysis. According to Kalaycı (2010) when the correlation between independent variables is below 0.80. then the multicollinearity can be ocurred. However, r-values, which are close to 0.80, need further consideration in order to ensure the discriminant validity of constructs.

1.4.5. Regression Analysis

Regression analyses are performed with the aim of finding the relationship between dependent variables. In this study multiple regression analyses with stepwise method are performed in order to test hypotheses proposed in the conceptual model. The results of these analyses are explained in the following.

1.4.5.1. Multiple Regressions

Series of multiple regression analysis are conducted to test the revised model for finding the explanatories of components.

1.4.5.2. Multiple Linear Regression for Organizational Identification (H1)

Using organizational identification of frontline employees as the dependent variable and two factors of customer orientation as the independent variables, a multiple regression analysis is run and both OD and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables, therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

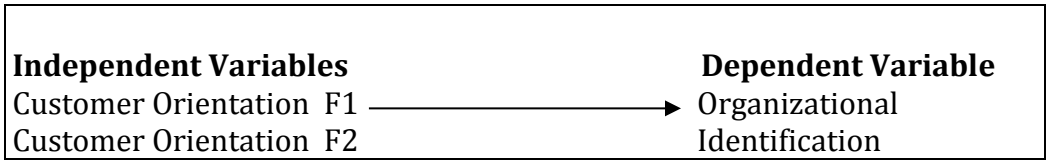


Figure 2: Multi Linear Regression for Organizational Identification

When the regression analysis conducted for Organizational Identification we found firstly that there were not a multicolinearity between the variables (VIF=1,428 < 9). Organizational Identification was explained by Customer Orientation F2 (β =0.293, p= 0,000) and Customer Orientation F1 (β =0.194, p= 0,001). Customer Orientation F2 has higher contribution than Customer Orientation F1. The overall explanatory of model was %18.5 (R=0.431, R^2= 0.185, F=36.976, p= 0,000).

Table 39. Multiple Regression Analysis result on Organizational Identification

Dependent Variable: Organizational Identification			
Independent Variables:	Standardized Coefficients	t-value	p-value
Customer_Orientation_F2	0.293	4.894	0.000
Customer_Orientation_F1	0.194	3.237	0.001

As reflected in Table 39 Customer_Orientation_F2 has higher contribution than Customer_Orientation_F1 ($\beta_{Customer\_Orientation\_F2}$ =0.293 and $\beta_{Customer\_Orientation\_F1}$ =0.194) respectively.

1.4.5.3.Multiple Linear Regression for Coworker Relationship Quality (H2)

Using coworker relationship quality of frontline employees as the dependent variable and two factors of customer orientation as the independent variables, a multiple regression analysis is run and both CRQ and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables, therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

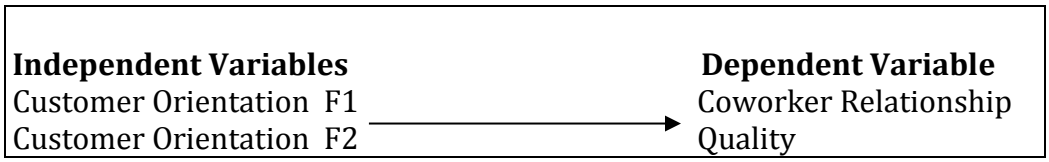


Figure 3: Multiple Linear Regression for Organizational Identification

When the regression analysis conducted for Coworker Relationship Quality we found firstly that there was not multicollinearity between the variables (VIF=1.000 < 9). Coworker Relationship Quality was only explained by Customer Orientation F2 ($\beta_{\text{Customer Orientation F2}}$ =0.301, p= 0.000).

Table 40. Multiple Regression Analysis result on Coworker Relationship Quality

Dependent Variable: Coworker Relationship Quality			
Independent Variables:	Standardized Coefficients	t-value	p-value
Customer_Orientation_F2	0.301	5.706	0.000

The overall explanatory of model was %9.1 (R=0.301, R^2= 0.091, F=32.561, p= 0,000).

1.4.5.4.Simple Linear Regression for Coworker Relationship Quality (H3)

Using coworker relationship quality of frontline employees as the dependent variable and organizational identification as the independent variables, simple linear regression analysis is run and both CRQ and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

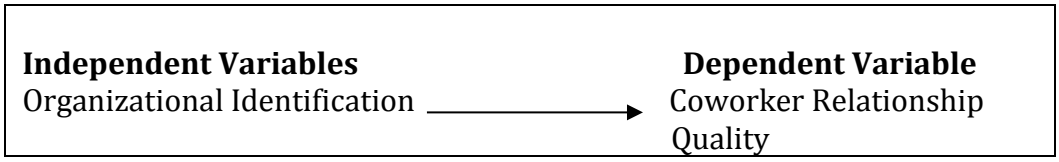


Figure 4: Simple Linear Regression for Coworker Relationship Quality

When the regression analysis conducted for Coworker Relationship Quality we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Coworker Relationship Quality was explained by Organizational Identification (βOrganizational Identification =0.173, p= 0,002). The overall explanatory of model was %7 (R=0.173, R2= 0.030, F=10.044, p= 0,002).

Table 41. Simple Linear Regression Analysis result on Coworker Relationship Quality

Dependent Variable: Coworker Relationship Quality			
Independent Variables:	Standardized Coefficients	t-value	p-value
Organizational Identification	0.173	3.169	0.002

1.4.5.5. Simple Linear Regression for Job Satisfaction (H4)

Using job satisfaction of frontline employees as the dependent variable organizational identification as the independent variable, single linear regression analysis is run and both OD and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

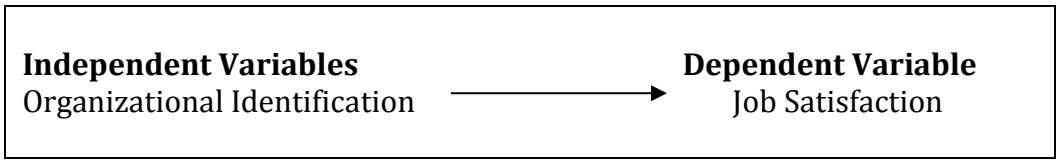


Figure 5: Simple Linear Regression for Job Satisfaction

When the regression analysis conducted for Organizational Identification we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Job Satisfaction was explained by Organizational Identification (βOrganizational Identification=0.349, p= 0,002). The overall explanatory of model was %7 (R=0.349, R2= 0.122, F=45.338, p= 0,002).

Table 42. Simple Linear Regression Analysis result on Job Satisfaction

Dependent Variable: Job Satisfaction			
Independent Variables:	Standardized Coefficients	t-value	p-value
Organizational Identification	0.349	6.733	0.000

1.4.5.6.Simple Linear Regression for Affective Commitment_Enjoying (H5a)

Using affective commitment_enjoying of frontline employees as the dependent variable and coworker relationship quality as the independent variable, multiple regression analysis is run and both AC_Enjoying and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

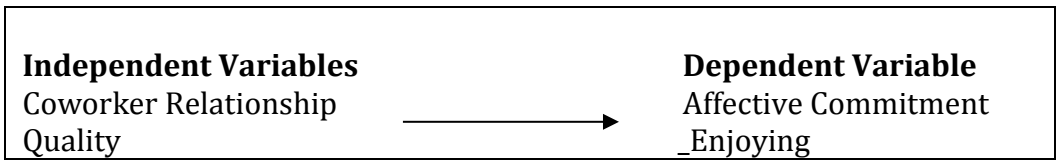


Figure 6: Simple Linear Regression for Affective Commitment_Enjoying

When the regression analysis conducted for Affective Commitment_Enjoying we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Affective Commitment_Enjoying was explained by Coworker Relationship Quality (βCoworker Relationship Quality =0.338, p=

0,002). The overall explanatory of model was %6 (R=0.338, R2= 0.114, F=42.061, p= 0,002).

Table 43. Multiple Regression Analysis result on Affective Commitment_Enjoying

Dependent Variable: Affective Commitment_Enjoying			
Independent Variables:	Standardized Coefficients	t-value	p-value
Coworker Relationship Quality	0.338	6.485	0.000

1.4.5.7. Simple Linear Regression for Affective Commitment _ Belongingness (H5b)

Using affective commitment_belongingness of frontline employees as the dependent variable and coworker relationship quality as the independent variable, multiple regression analysis is run and both AC_Belongingness and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

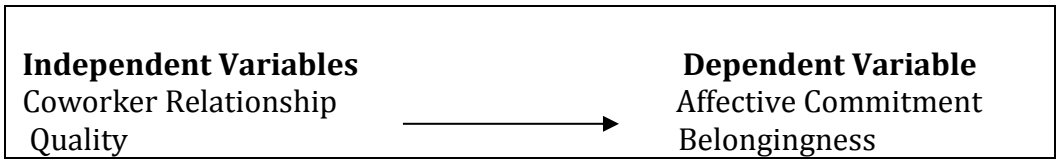


Figure 7: Simple Linear Regression for Affective Commitment Belongingness

When the regression analysis conducted for Affective Commitment_Belongingness we found firstly that there were not a

multicolinearity between the variables (VIF=1,000 < 9). Affective Commitment_Belongingness was explained by Coworker Relationship Quality (βCoworker Relationship Quality=-0.194, p= 0,002). The overall explanatory of model was %7 (R=0.194, R2= 0.038, F=12.762, p= 0,002).

Table 44. Simle Linear Regression Analysis result on Affective Commitment_Belongingness

Dependent Variable: Affective Commitment_Belongingness			
Independent Variables:	Standardized Coefficients	t-value	p-value
Coworker Relationship Quality	-0.194	-3.572	0.000

1.4.5.8. Simple Linear Regression for Normative Commitment (H5c)

Using normative commitment of frontline employees as the dependent variable and coworker relationship quality as the independent variable, multiple regression analysis is run and both NC and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

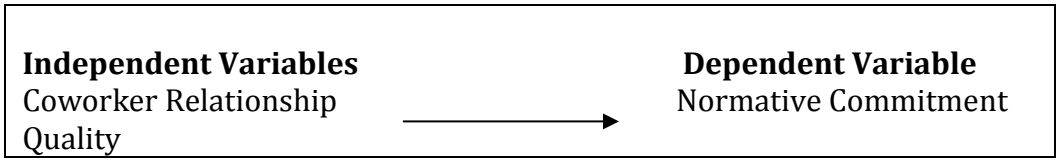


Figure 8: Simple Linear Regression for Normative Commitment

When the regression analysis conducted for Normative Commitment we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Normative Commitment was explained by Coworker Relationship Quality (βCoworker Relationship Quality =0.179, p= 0,002). The overall explanatory of model was %7 (R=0.179, R2= 0.032, F=10.810, p= 0,002).

Table 45. Single Linear Regression Analysis result on Normative Commitment

Dependent Variable: Normative Commitment			
Independent Variables:	Standardized Coefficients	t-value	p-value
Coworker Relationship Quality	0.179	3.288	0.001

1.4.5.9. Simple Linear Regression for Job Satisfaction (H6)

Using job satisfaction of frontline employees as the dependent variable and coworker relationship quality as the independent variable, multiple regression analysis is run and both S and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

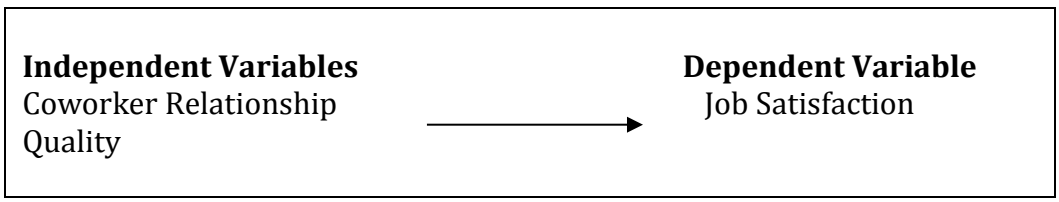


Figure 9: Simple Linear Regression for Job Satisfaction

When the regression analysis conducted for Job Satisfaction we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Job Satisfaction was explained by Coworker Relationship Quality (βCoworker Relationship Quality=0.425, p= 0,002). The overall explanatory of model was %8 (R=0.425, R2= 0.180, F=71.789, p= 0,002).

Table 46. Simple Linear Regression Analysis result on Job Satisfaction

Dependent Variable: Job Satisfaction			
Independent Variables:	Standardized Coefficients	t-value	p-value
Coworker Relationship Quality	0.425	8.473	0.000

1.4.5.10. Simple Linear Regression for Affective Commitment_Enjoying (H7a)

Using affective commitment_enjoying of frontline employees as the dependent variable and organizational identification as the independent variable, multiple regression analysis is run and both AC_enjoying and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

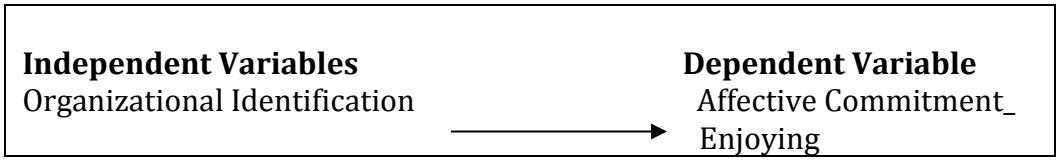


Figure 10: Simple Linear Regression for Affective Commitment_Enjoying

When the regression analysis conducted for Affective Commitment_Enjoying we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Affective Commitment_Enjoying was explained by Organizational Identification (βOrganizational Identification=0.614, p= 0,002). The overall explanatory of model was %7 (R=0.414, R2= 0.171, F=197.517, p= 0,002).

Table 47. Simple Linear Regression Analysis result on Affective Commitment_Enjoying

Dependent Variable: Affective Commitment_Enjoying			
Independent Variables:	Standardized Coefficients	t-value	p-value
Organizational Identification	0.414	14.054	0.000

1.4.5.11. Simple Linear Regression for Affective Commitment_ Belongingness (H7b)

Using affective commitment_belongingness of frontline employees as the dependent variable and organizational identification as the independent variable, multiple regression analysis is run and both AC_belongingness and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

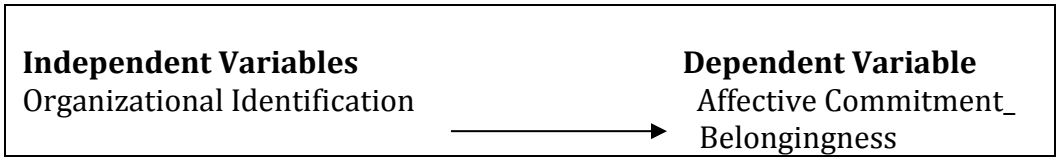


Figure 11: Simple Linear Regression for Affective Commitment_Belongingness

When the regression analysis conducted for Affective Commitment_Belongingness we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Affective Commitment_Belongingness was explained by Organizational Identification (βOrganizational Identification=-0.411, p= 0,002). The overall explanatory of model was %9 (R=0.411, R2= 0.169, F=66.251, p= 0,002).

Table 48. Simple Linear Regression Analysis result on Affective Commitment_Belongingness

Dependent Variable: Affective Commitment_Belongingness			
Independent Variables:	Standardized Coefficients	t-value	p-value
Organizational Identification	-0.411	8.139	0.000

1.4.5.12. Simple Linear Regression for Normative Commitment (H7c)

Using normative commitment of frontline employees as the dependent variable and organizational identification as the independent variable, multiple regression analysis is run and both NC and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared

increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

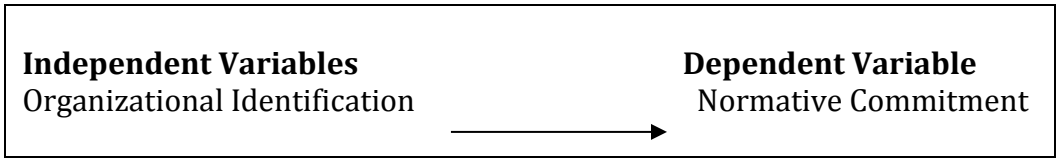


Figure 12: Simple Linear Regression for Normative Commitment_Enjoying

When the regression analysis conducted for Normative Commitment we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Normative Commitment was explained by Organizational Identification (βOrganizational Identification=0.311, p= 0,002). The overall explanatory of model was %9 (R=0.331, R2= 0.110, F=40.215, p= 0,002).

Table 49. Simple Linear Regression Analysis result on Affective Commitment_Belongingness

Dependent Variable: Normative Commitment			
Independent Variables:	Standardized Coefficients	t-value	p-value
Organizational Identification	0.331	6.342	0.000

1.4.5.13. Simple Linear Regression for Affective Commitment_Enjoying (H8a)

Using affective commitment_enjoying of frontline employees as the dependent variable and job satisfaction as the independent variable, multiple regression analysis is run and both AC_enjoying and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what

extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

Figure 13: Simple Linear Regression for Affective Commitment_Enjoying

When the regression analysis conducted for Affective Commitment_Enjoying we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Affective Commitment_Enjoying was explained by Job Satisfaction (βJob Satisfaction =0.642, p= 0,002). The overall explanatory of model was %7 (R=0.642, R2= 0.412, F=228.792, p= 0,002).

Table 50. Simple Regression Analysis result on Affective Commitment_Belongingness

Dependent Variable: Affective Commitment_Enjoying			
Independent Variables:	Standardized Coefficients	t-value	p-value
Job Satisfaction	0.642	15.126	0.000

1.4.5.14. Simple Linear Regression for Affective Commitment_ Belongingness (H8b)

Using affective commitment_belongingness of frontline employees as the dependent variable and job satisfaction as the independent variable, multiple regression analysis is run and both AC_belongingness and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what

extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

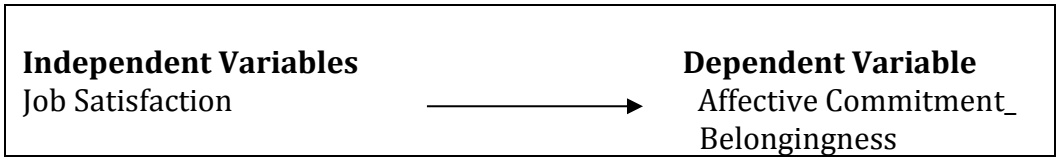


Figure 14: Simple Linear Regression for Affective Commitment_Belongingness

When the regression analysis conducted for Affective Commitment_Belongingness we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Affective Commitment_Belongingness was explained by Job Satisfaction (βJob Satisfaction =-0.488, p= 0,002). The overall explanatory of model was %8 (R=0.488, R2= 0.238, F=101.912, p= 0,002).

Table 51. Simple Regression Analysis result on Affective Commitment_Belongingness

Dependent Variable: Affective Commitment_Enjoying			
Independent Variables:	Standardized Coefficients	t-value	p-value
Job Satisfaction	-0.488	10.095	0.000

1.4.5.15. Simple Linear Regression for Normative Commitment (H8c)

Using normative commitment of frontline employees as the dependent variable and job satisfaction as the independent variable, multiple regression analysis is run and both NC and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what

extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

Figure 15: Simple Linear Regression for Normative Commitment

When the regression analysis conducted for Normative Commitment we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Normative Commitment was explained by Job Satisfaction (βJob Satisfaction = 0.387, p= 0,002). The overall explanatory of model was %9 (R=0.387, R2= 0.150, F=57.327, p= 0,002).

Table 52. Simple Regression Analysis result on Normative Commitment

Dependent Variable: Normative Commitment			
Independent Variables:	Standardized Coefficients	t-value	p-value
Job Satisfaction	0.387	7.571	0.000

1.4.5.16. Simple Linear Regression for External Representation (H9a)

Using external representation of frontline employees as the dependent variable and job satisfaction as the independent variable, multiple regression analysis is run and both EXREP and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared

increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

Figure 16: Simple Linear Regression for External Representation

When the regression analysis conducted for External Representation we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). External Representation was explained by Job Satisfaction (βJob Satisfaction = 0.387, p= 0,002). The overall explanatory of model was %7 (R=0.537, R2= 0.288, F=132.132, p= 0,002).

Table 53. Simple Regression Analysis result on External Representation

Dependent Variable: Normative Commitment			
Independent Variables:	Standardized Coefficients	t-value	p-value
Job Satisfaction	0.537	11.495	0.000

1.4.5.17. Simple Linear Regression for Internal Influence (H9b)

Using internal influence of frontline employees as the dependent variable and job satisfaction as the independent variable, multiple regression analysis is run and both INTINF and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

Figure 17: Simple Linear Regression for Internal Influence

When the regression analysis conducted for Internal Influence we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Internal Influence was explained by Job Satisfaction (βJob Satisfaction = 0.250, p= 0,002). The overall explanatory of model was %6 (R=0.250, R2= 0.062, F=21.663, p= 0,002).

Table 54. Simple Regression Analysis result on External Representation

Dependent Variable: External Representation			
Independent Variables:	Standardized Coefficients	t-value	p-value
Job Satisfaction	0.250	4.654	0.000

1.4.5.18. Simple Linear Regression for Service Delivery (H9c)

Using service delivery of frontline employees as the dependent variable and job satisfaction as the independent variable, multiple regression analysis is run and both SERVQ and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

Figure 19: Simple Linear Regression for Service Delivery

When the regression analysis conducted for Service Delivery we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Service Delivery was explained by Job Satisfaction (βJob Satisfaction = 0.250, p= 0,002). The overall explanatory of model was %6 (R=0.250, R2= 0.062, F=21.663, p= 0,002).

Table 55. Simple Regression Analysis result on Service Delivery

Dependent Variable: Service Delivery			
Independent Variables:	Standardized Coefficients	t-value	p-value
Job Satisfaction	0.250	4.654	0.000

1.4.5.19. Simple Linear Regression for External Representation (H10a)

Using external representation of frontline employees as the dependent variable and affective commitment_enjoying as the independent variable, multiple regression analysis is run and both EXREP and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

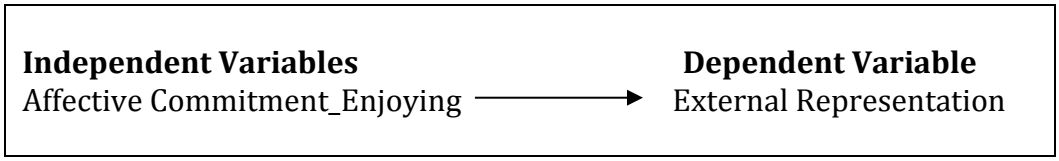


Figure 20: Simple Linear Regression for External Representation

When the regression analysis conducted for External Representation we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). External Representation was explained by Affective Commitment_Enjoying (βAffective Commitment_Enjoying = 0.408, p= 0,002). The overall explanatory of model was %5 (R=0.408, R2= 0.166, F=326.812, p= 0,002).

Table 56. Simple Regression Analysis result on External Representation

Dependent Variable: External Representation			
Independent Variables:	Standardized Coefficients	t-value	p-value
Affective Commitment_ Enjoying	0.708	18.078	0.000

1.4.5.20. Simple Linear Regression for External Representation (H10b)

Using external representation of frontline employees as the dependent variable and affective commitment_belongingness as the independent variable, multiple regression analysis is run and both EXREP and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

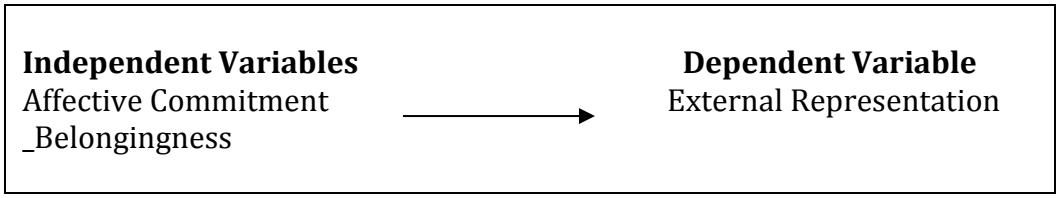


Figure 21: Simple Linear Regression for External Representation

When the regression analysis conducted for External Representation we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). External Representation was explained by Affective Commitment_Belongingness ($\beta_{\text{Affective Commitment Belongingness}}$ = -0.511, p= 0,002). The overall explanatory of model was %7 (R=0.511, R2= 0.261, F=115.243, p= 0,002).

Table 57. Simple Regression Analysis result on External Representation

Dependent Variable: External Representation			
Independent Variables:	Standardized Coefficients	t-value	p-value
Affective Commitment _Belongingness	-0.511	10.735	

1.4.5.21. Simple Linear Regression for External Representation (H10c)

Using external representation of frontline employees as the dependent variable and normative commitment as the independent variable, multiple regression analysis is run and both EXREP and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

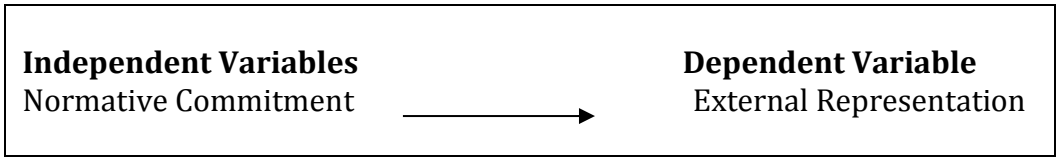


Figure 22: Simple Linear Regression for External Representation

When the regression analysis conducted for External Representation we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). External Representation was explained by Normative Commitment (βNormative Commitment = 0.440, p= 0,002). The overall explanatory of model was %7 (R=0.440, R2= 0.194, F=78.356, p= 0,002).

Table 58. Simple Regression Analysis result on External Representation

Dependent Variable: External Representation			
Independent Variables:	Standardized Coefficients	t-value	p-value
Normative Commitment	0.440	8.852	0.000

1.4.5.22. Simple Linear Regression for Internal Influence (H10d)

Using internal influence of frontline employees as the dependent variable and affective commitment_enjoying as the independent variable, multiple regression analysis is run and both INTINF and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

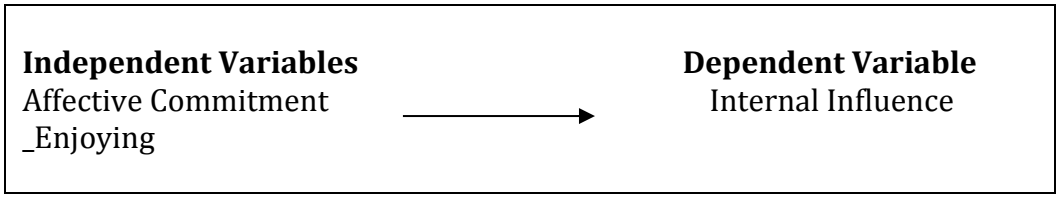


Figure 23: Simple Linear Regression for Internal Influence

When the regression analysis conducted for Internal Influence we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Internal Influence was explained by Affective Commitment_Enjoying (β Affective Commitment_Enjoying = 0.281, p= 0,002). The overall explanatory of model was %6 (R=0.281, R2= 0.079, F=27.956, p= 0,002).

Table 59. Simple Regression Analysis result on Internal Influence

Dependent Variable: Internal Influence			
Independent Variables:	Standardized Coefficients	t-value	p-value
Affective Commitment _Enjoying	0.281	5.287	0.000

1.4.5.23. Simple Linear Regression for Internal Influence (H10e)

Using internal influence of frontline employees as the dependent variable and affective commitment_belongingness as the independent variable, multiple regression analysis is run and both INTINF and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

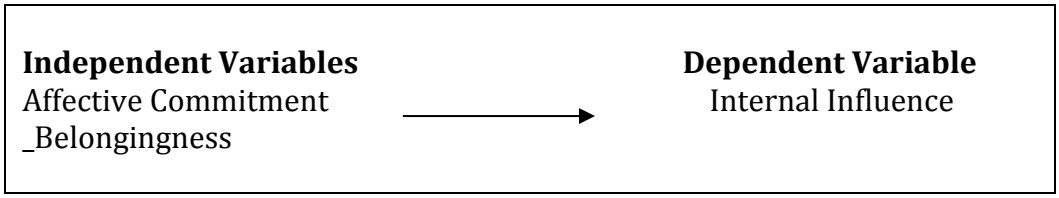


Figure 24: Simple Linear Regression for Internal Influence

When the regression analysis conducted for Internal Influence we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Internal Influence was explained by Affective Commitment_Belongingness ($\beta_{\text{Affective Commitment\_Belongingness}}$ = -0.245, p= 0,002). The overall explanatory of model was %6 (R=0.28

45, R2= 0.060, F=20.834 p= 0,002).

Table 60. Simple Regression Analysis result on Internal Influence

Dependent Variable: Internal Influence			
Independent Variables:	Standardized Coefficients	t-value	p-value
Affective Commitment _Belongingness	-0.245	-4.564	0.000

1.4.5.24. Simple Linear Regression for Internal Influence (H10f)

Using internal influence of frontline employees as the dependent variable and normative commitment as the independent variable, multiple regression analysis is run and both INTINF and tolerance values are examined.

Coefficient of determination, in other words R squared, value can not be found under model summary results.

Analysis of variance, in other words ANOVA, results can be found in below. ANOVA is applied in order to test whether the model is significant or not (Kalaycı. 2010).

When the ANOVA test and regression analysis conducted for Internal Influence we found that there were not a relationship between internal influence and normative normative commitment. The overall explanatory of model was %10 (F=1.572 , p=0.007).

Because of p value is higher than 0.005 it can be said that, internal influence and normative commitment relationship is not significant.

Table 61. Simple Regression Analysis result on Internal Influence

Dependent Variable: Internal Influence			
Independent Variables:	Standardized Coefficients	t-value	p-value
Normative Commitment	0.069	1.254	0.007

1.4.5.25. Simple Linear Regression for Service Delivery (H10g)

Using service delivery of frontline employees as the dependent variable and affective commitment_enjoying as the independent variable, multiple regression analysis is run and both SERVQ and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

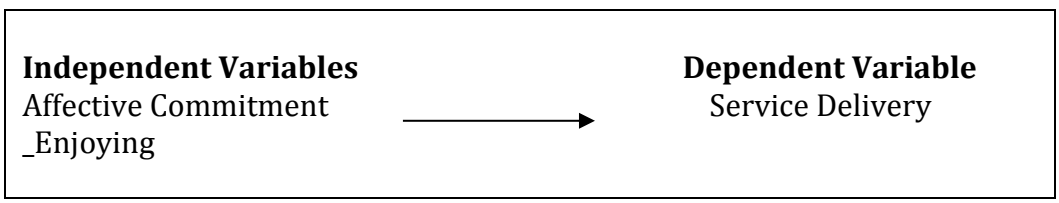


Figure 25: Simple Linear Regression for Service Delivery

When the regression analysis conducted for Service Delivery we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Service Delivery was explained by Affective Commitment_Enjoying (β Affective Commitment_Enjoying = 0.281, p= 0,002). The overall explanatory of model was %6 (R=0.281, R2= 0.079, F=27.956 p= 0,002).

Table 62. Simple Regression Analysis result on Service Delivery

Dependent Variable: Service Delivery			
Independent Variables:	Standardized Coefficients	t-value	p-value
Affective Commitment _Enjoying	0.281	5.287	0.000

1.4.5.26. Simple Linear Regression for Service Delivery (H10h)

Using service delivery of frontline employees as the dependent variable and affective commitment_belongingness as the independent variable, multiple regression analysis is run and both SERVQ and tolerance values are examined.

Coefficient of determination, in other words R squared, value can be found under model summary results in below. R squared is used to show to what extent independent variable is explained by dependent variables. R squared increases with the high number of dependent variables; therefore in that case Kalaycı (2010) advises to consider adjusted R squared.

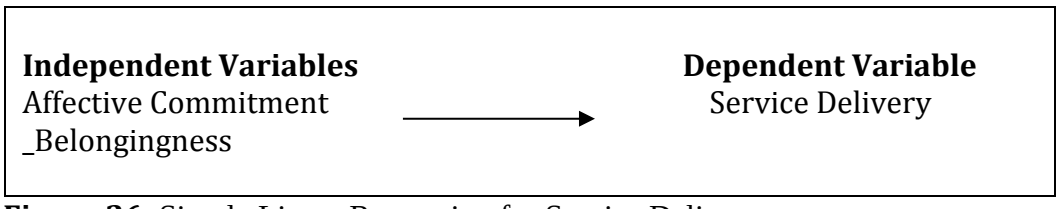


Figure 26: Simple Linear Regression for Service Delivery

When the regression analysis conducted for Service Delivery we found firstly that there were not a multicolinearity between the variables (VIF=1,000 < 9). Service Delivery was explained by Affective Commitment_Belongingness (β Affective Commitment_Belongingness = -0.245, p= 0,002). The overall explanatory of model was %6 (R=-0.245, R2= 0.060, F=20.834 p= 0,002).

Table 63. Simple Regression Analysis result on Service Delivery

Dependent Variable: Service Delivery			
Independent Variables:	Standardized Coefficients	t-value	p-value
Affective Commitment _Enjoying	-0.245	-4.564	0.000

1.4.5.27. Simple Linear Regression for Service Delivery (H10i)

Using service delivery of frontline employees as the dependent variable and normative commitment as the independent variable, multiple regression analysis is run and both SERVQ and tolerance values are examined.

Coefficient of determination, in other words R squared, value can not be found under model summary results.

Analysis of variance, in other words ANOVA, results can be found in below. ANOVA is applied in order to test whether the model is significant or not (Kalaycı. 2010).

When the ANOVA test and regression analysis conducted for Service Delivery we found that there were not a relationship between Service Delivery and normative normative commitment. The overall explanatory of model was %10 (F= 1.572 , p=0.008).

Because of p value is higher than 0.005 it can be said that, service delivery and normative commitment relationship is not significant.

Table 64. Simple Linear Regression Analysis result on Internal Influence

Dependent Variable: Internal Influence			
Independent Variables:	Standardized Coefficients	t-value	p-value
Normative Commitment	0.069	1.254	0.008

1.4.6. Hypotheses Results

A total 25 hypotheses are tested. Empirical support for each hypothesis is determined by the statistical significance and of the corresponding path estimate and the direction of the relationship. 23 of the 25 hypotheses are found to be statistically significant at 0.05. Despite the statistical significance, some of the hypotheses show the opposite directional effect expected in the hypotheses.

H1: Customer orientation has been measured with two factors F1_understanding and F2_enjoying. H1 statistically significant with both factors (βCOF1=0,194, βCOF2=0.293) but F2_enjoying is more effective than F1_understanding. Therefore, customer orientation F2_enjoying has positive impact on organizational identification. That means, customer oriented frontline employees are more likely to become organizationally identified.

H2: Customer orientation F2_enjoying has a positive impact on coworker relationship quality which is statistically significant (β=0.301) that means, customer oriented frontline employees have more quality relationship with his/her coworkers.

H3: Organizational identification has a positive impact on coworker relationship quality which statistically significant (β=0.173). That means, organizationally identified frontline employees, have more quality relationship with his/her coworkers.

H4: Organizational identification has a positive impact on job satisfaction which statistically significant (β=0.349). That means, highly organizationally identified frontline employees' job satisfaction will be higher too.

H5a: Coworker relationship quality has a positive impact on affective commitment_enjoying which statistically significant (β=0.338). That means, employees which have quality relationship with his/her coworkers, will feel more affective committed _enjoying to the organization.

H5b: Coworker relationship quality has a negative impact on affective commitment_belongingness which is statistically significant (β= -0.194). That means, employees which have quality relationship with her/his coworkers, will feel less affective committed _belongingness to the organization.

H5c: Coworker relationship quality has a positive impact on normative commitment which is statistically significant (β=0.179). That means, employees which have quality relationship with her/his coworkers, will feel more normative committed to the organization.

H6: Coworker relationship quality has a positive impact on job satisfaction which is statistically significant (β=0.425). That means, employees which have quality relationship with her/his coworkers, will feel more satisfied towards their jobs.

H7a: Organizational identification has a positive impact on affective commitment_enjoying which is statistically significant (β=0.414). That means, organizationally identified employees are more likely to feel affective committed _enjoying to the organization.

H7b: Organizational identification has a negative impact on affective commitment_belongingness which statistically significant (β= - 0.411). That means, organizationally identified employees are less likely to feel affective committed _belongingness to the organization.

H7c: Organizational identification has a positive impact on normative commitment which is statistically significant (β=0.311). That means, organizationally identified employees are more likely to normative commitment to the organization.

H8a: Job satisfaction has a positive impact on affective commitment_enjoying which is statistically significant (β=0.442). That means, employees who are satisfied with their jobs are more likely to feel affective committed_enjoying to the organization.

H8b: Job satisfaction has a negative impact on affective commitment_belongingness which is statistically significant (β= -0.488). That means, employees who are satisfied with their jobst are less likely to feel affective committed_belongingness to the organization.

H8c: Job satisfaction has a positive impact on normative commitment which is statistically significant (β=0.387). That means, employees who are satisfied with their jobs are more likely to feel normative committed to the organization.

H9a: Job satisfaction has a positive impact on external representation which is statistically significant (β=0.387). That means, employees who are satisfied with their jobs are more likely to behave externally representative.

H9b: Job satisfaction has a positive impact on internal influence which is statistically significant (β=0.250). That means, employees who are satisfied with their jobs are more likely to behave internally influencer.

H9c: Job satisfaction has a positive impact on service delivery which is statistically significant (β=0.250). That means, employees who are satisfied with their jobs are more likely to deliver quality service.

H10a: Affective commitment_enjoying has a positive impact on external representation which is statistically significant (β=0.408). That means, employees who are affectively committed_enjoying the organization, are more likely to behave externally representative.

H10b: Affective commitment_belongingness has a negative impact on external representation which is statistically significant (β= 0.511). That means, employes who are affectively committed_belongingness to the organization, are less likely to behave externally representative.

H10c: Normative commitment has a positive impact on external representation which is statistically significant (β=0.440). That means, employees who are normatively committed to the organization, are more likely to behave externally representative.

H10d: Affective commitment_enjoying has a positive impact on internal influence which is statistically significant (β=0.281). That means, employees

who are affectively committed_enjoying to the organization, are more likely to behave internally influencer.

H10e: Affective commitment_belongingness has a negative impact on internal influencer which is statistically significant (β= - 0.245). That means, employes who are affectively committed_belongingness to the organization, are less likely to behave internally influencer.

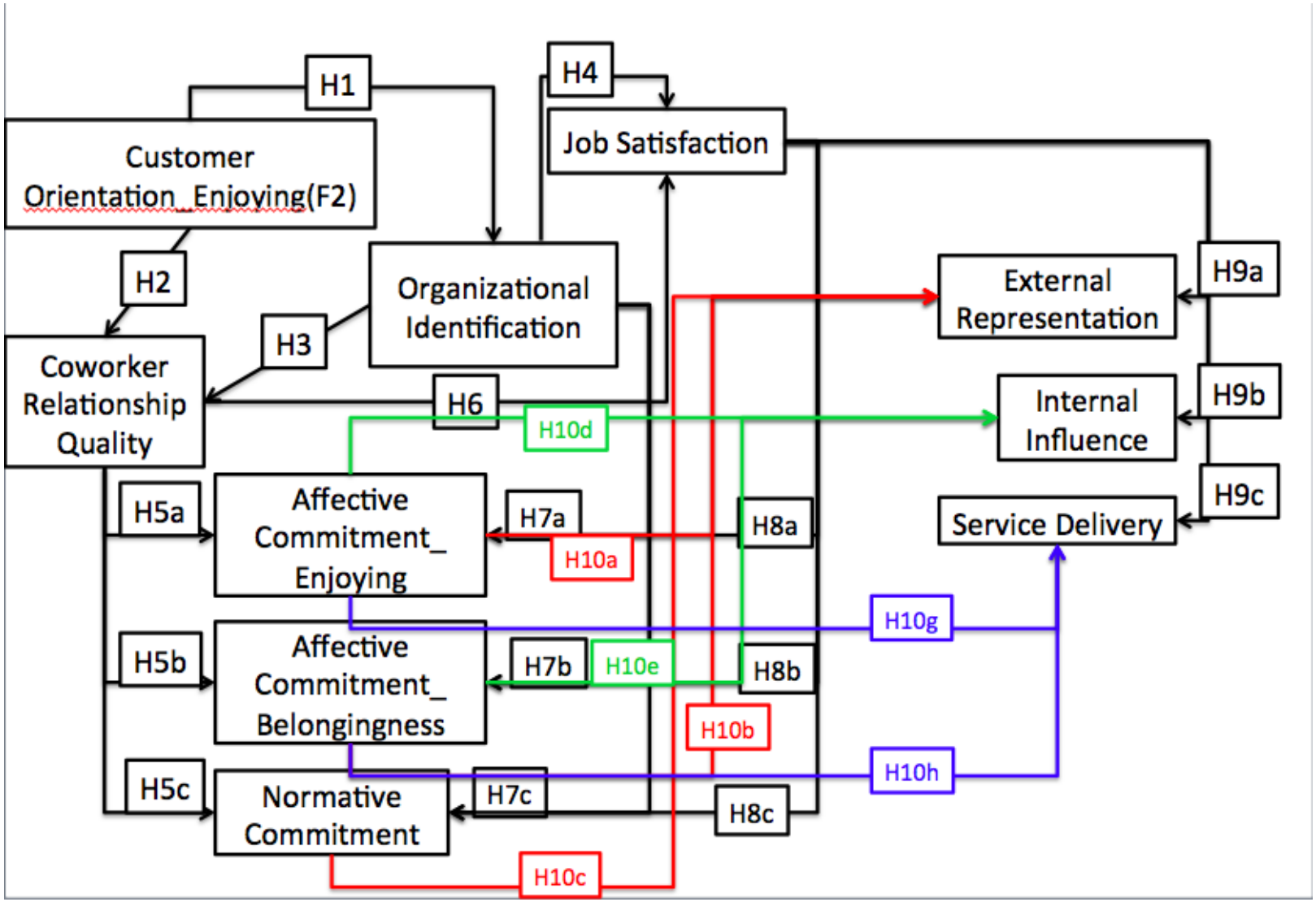
H10f: Normative commitment and internal influence has not any significant relationship which is statistically analyzed (β=0.69). Because the significance level is higher than 0.50, hypotheses H10f is not significant. So there is not a relationship between normative commitment and internal influence.

H10g: Affective commitment_enjoying has a positive impact on service delivery which is statistically significant (β=0.281). That means, employees who are affectively committed_enjoying to the organization, are more likely to deliver quality service.

H10h: Affective commitment_belongingness has a negative impact on service delivery which is statistically significant (β= - 0.245). That means, employees who are affectively committed_belongingness to the organization, are less likely to deliver quality service.

H10i: Normative commitment and service delivery has not any significant relationship which is statistically analyzed (β=0.69). Because the significance level is higher than 0.50, hypotheses H10i is not significant. So there is not a relationship between normative commitment and service delivery.

Figure 27: Final Hypothesized Model (Research) Model



CHAPTER 5

1.5.1. Conclusions and Future Research

The primary objective of this study is to determine the influence of frontline employees' prosocial behaviors during their relationship towards both to the customer and organization. To address this objective, this study proposed the following question: what are the factors that are affecting frontline employees' prosocial behaviors? To answer this question; some specific aspects of cooperate factors are clarified. So specifically, this study's main aim is to understand how customer orientation, organizational identification, coworker relationship quality, job satisfaction and employee commitment affects prosocial behaviors. All items are statistically tested with the help of SPSS.

Prosocial behaviors is defined using (Bettencourt & Brown, 1997) Prosocial Behavior Index, which is explained in Chapter 2 in detail. Studies reviewed in Chapter 2 also present a literature review of previous studies examining how how customer orientation, organizational identification, coworker relationship quality, job satisfaction and employee commitment have effect on frontline employees' prosocial behaviors.

In summary, the findings of this research empirically found that customer orientation, coworker relationship quality, organizational identification, job satisfaction and employee commitment have a direct impact on frontline employees' prosocial behaviors.

1.5.2. Interpretation of Findings and Theoretical Contribution

From the hypotheses testing, it is concluded that customer orientation has a positive impact on organizational identification, which supports existing literature. Customer oriented frontline employees are more likely to behave for the benefit of the organization which creates a environment in the work place that the majority of the employees' are starting to identify themselves with the values and goals of the organization which cause higher organizational identification.

Another finding of this study is that, customer orientation and organizational identification has a positive impact on coworker relationship quality. Highly organizationally identified employees have similar specialties and character features, which help them to build close relationship to each other. In the same way, highly customer oriented coworkers are more likely to help each other to standardize the service quality to the customers, which creates again supportive relationship.

Additional important finding of this study is job satisfaction is affected by organizational identification and coworker relationship positively which is also highlighted in the literature. Employees who identified themselves with respect to organization's goals and values feel more satisfied because of the similarity of the characteristics feature of the job itself, employee itself and organization itself. In the same way, coworker's support and quality relationship is very significant for the employee to work satisfied. Feeling

their support and knowing that if someone is in trouble, a coworker' work help is very vital to remain satisfied.

Commitment is clarified with the three dimension commitment scale that are; affective commitment, normative commitment and continuance commitment which is written by (Allen & Meyer, 1990). According to factor analysis, continuance commitment was not reliable that is why it was excluded from the research model and affective commitment measured with two factors which are enjoying and belongingness. An interesting result is observed in the regression analysis which is, there is a positive relationship between coworker relationship quality, normative commitment and affective commitment_enjoying while coworker relationship quality has a negative impact on affective commitment_belongingness. This means that, coworker relationship quality is important in terms of commitment but the effect of it does not influence the belongingness feeling of the frontline employee.

In the same way, organizational identification has an impact on commitment but it does not influence the belongingness feeling of the frontline employee, which is related negatively.

Job satisfaction is also positively related with the affective commitment_enjoying and normative comitment but again affective commitment_belongingness is negatively related with the job satisfaction. Which means that job satisfaction is very important for employees to remain in the organization but it is not enough for the employees to feel belongingness towards the organization.

Job satisfaction is also positively related with employees' prosocial behaviors which can be given as; external representation, internal influence and service delivery. To clarify in a better sense, satisfied employees are more likely to behave prosocially.

Another interesting finding is that while normative commitment is positively related with the employees' external representation behaviors, the relationship between normative commitments, internal influence and service delivery behaviors were not significant. Which means that, employees with normative commitment towards the organization, defend the products and services to the customers but s/he does not help or support his/her coworker and does not care whether the service quality is good or not.

Finally affective commitment_enjoying of the employees and prosocial behaviors are positively related. On the other hand, affective commitment_belongingness of the employees and prosocial behaviors are negatively related. Which means that if an employee does not feel belongingness towards the company s/he does not behave prosocially. In the same way, coworker relationship quality, organizational identification, job satisfaction affects this factor negatively.

1.5.3. Managerial Contribution

An important contribution of this research is to provide marketers to the answers and a preliminary guidance based on the empirical evidence of a question which has not examined in the context of service sector "how does customer orientation, coworker relationship quality, organizational

identification, job satisfaction and employee commitment matter in prosocial behavior's of the frontline employees?"

Findings have several potential significant marketing and HR implications. In order to create motivated team it is important to clarified the organization's goals and values and give chance to the employees to adopt them in order to be in harmony with. Once they adopt the goals of the organization, they will start to identify themselves with them. Creating this environment helps coworkers to communicate more and it is important from company side to develop the teaming skills of the employees in order to help them in case of an emergency or during service.

Secondly, job satisfaction and employee commitment is very vital for service quality. Frontline employees are the key representatives of the company, which gives them a huge amount of responsibility. The cost of a new employee is very valuable in terms of financial contribution and knowledge. That is why; retention is the key factor of the service quality, which is affected by job satisfaction. So it is important from the company side to improve new methods to satisfy its employees. These methods can be both financial (raise, promotion, bonuses) and spiritual (appreciation, new tasks, positioning).

Lastly, enhancing prosocial behaviors is very critical for providing quality service. It is important from the company side to know every single employee is transferring the same qualified information to the customer, related with organization products or services. Every employee should be an advocator for his/her company's products/services to outside so learning and

development programs would be beneficial to enhance employee's sales skills. Finding a role model in the organization could be beneficial for the employee to behave internal influencer. It is also very vital to work with high motivational coworkers to help each other in case of a trouble.

1.5.4. Limitations and Future Research

A few limitation of this dissertation research should be noted. Because of the limited time and limited connections for this dissertation small sample size used in the study. Although this study reached a satisfactory sample size, with a bigger sample size, it could have conducted multiple-group analysis and examine whether hoe income, sex and education level affect the prosocial behaviors of the frontline employees.

Future research should attempt to conduct multi-group analysis to see the different impacts of the moderating affect of prosocial behaviors with low & high-income level, male/female and education levels. Also, affective commitment's belongingness factor is negatively related with the prosocial behaviors that is why it is important to analyze the factors that is affecting the belongingness factor. It is also significant to the factors, which is affecting job satisfaction and commitment in an other perspectives. That is why, future research may lean on other cooperate factors such as; role ambiguity and role conflict, task significance, job autonomy, leadership styles, need for achievement, brand image and brand communication to see how other important variables are affected by frontline employees prosocial behaviors.

Appendix 1:

İstanbul Bilgi Üniversitesi

LAUREATE INTERNATIONAL UNIVERSITIES

This survey is constitued as part of the criteria required for a Master degree in Marketing, at Bilgi University at Istanbul, Turkey.

Procedures: If you agree to participate, you will be asked to fill out an online survey. The time to complete the survey will vary depending on your answers, but it should take no longer than 5 to 10 minutes. There is not right or wrong answer for any question. Please select the answer that is the most suitable for you.

Confidentiality: All responses to this survey will be kept anonymous. Your name or identity will not be linked in any way to your responses.

Individuals to Contact: If you have any questions about the survey, you may email at asuakat@hotmail.com.

After reading that form, if you are engrossed in to participate the survey, please continue to the next page to start it. If you do not want to participate in this survey, please click **Exit this survey** at the top-right corner of the screen.

Thank you very much for your time and help!

With my best regards,
Asu Sümer Akat

MSC Candidate (Marketing Masters Program)

To what degree does each of the following statements apply to you? Please put (x) to your answer box below.
(1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree)

	Strongly Disagree				Strongly Agree
When someone critizes (name of company) it feels like a person insult	①	②	③	④	⑤
I am very interested in what other think about (name of company)	①	②	③	④	⑤
When I talk about this school, I usually say "we" rather than "they"	①	②	③	④	⑤
This company's successes are my success	①	②	③	④	⑤
When someone praises this company, it feels like a personal compliment	①	②	③	④	⑤
If a story in the media criticized the company, I would be embarrassed	①	②	③	④	⑤

To what degree does each of the following statements apply to you? Please put (x) to your answer box below.
(1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree)

	Strongly Disagree				Strongly Agree
I try to figure out a customer's needs.	①	②	③	④	⑤
I have the customer's best interests in mind.	①	②	③	④	⑤
I take a problem-solving approach when selling products to customers.	①	②	③	④	⑤
I recommend products that are best suited to solving customers' problems.	①	②	③	④	⑤
I try to find out which kinds of products would be most helpful to customers.	①	②	③	④	⑤
I find it easy to smile at each of my customers.	①	②	③	④	⑤
I enjoy remembering my customers' names.	①	②	③	④	⑤
It comes naturally to have empathy for my customers.	①	②	③	④	⑤
I enjoy responding quickly to my customers' requests.	①	②	③	④	⑤
I get satisfaction from making my customers happy.	①	②	③	④	⑤
I really enjoy serving my customers.	①	②	③	④	⑤

To what degree does each of the following statements apply to you? Please put (x) to your answer box below.
(1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree)

	Strongly Disagree				Strongly Agree
I know where I stand with my coworkers.	①	②	③	④	⑤

My coworkers understand my work problems and needs.	① ② ③ ④ ⑤
My coworkers recognize my potential.	① ② ③ ④ ⑤
My coworkers would use their power to solve my work problems.	① ② ③ ④ ⑤
I can count on my coworkers to "bail me out" when I really need it.	① ② ③ ④ ⑤
I defend my coworkers' decisions, even when they are not around.	① ② ③ ④ ⑤
My working relationship with my coworkers is effective.	① ② ③ ④ ⑤

To what degree does each of the following statements apply to you? Please put (x) to your answer box below.
(1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree)

	Strongly Disagree				Strongly Agree
Overall, I am satisfied with my job.	①	②	③	④	⑤
I would prefer another, more ideal job. (R)	①	②	③	④	⑤
I am satisfied with the important aspects of my job.	①	②	③	④	⑤

To what degree does each of the following statements apply to you? Please put (x) to your answer box below.
(1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree)

	Strongly Disagree				Strongly Agree
I would be very happy to spend the rest of my career with this organization	①	②	③	④	⑤
I enjoy discussing my organization with people outside it	①	②	③	④	⑤
I really feel as if this organization's problems are my own	①	②	③	④	⑤
I think that I could easily become as attached to another organization as I am to this one (R)	①	②	③	④	⑤
I do not feel like 'part of the family' at my organization (R)	①	②	③	④	⑤
I do not feel 'emotionally attached' to this organization (R)	①	②	③	④	⑤
This organization has a great deal of personal meaning for me	①	②	③	④	⑤
I do not feel a strong sense of belonging to my organization (R)	①	②	③	④	⑤

To what degree does each of the following statements apply to you? Please put (x) to your answer box below.
(1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree)

	Strongly Disagree	Strongly Agree
I am not afraid of what might happen if I quit my job without having another one lined up (R)		

It would be very hard for me to leave my organization right now, even if I wanted to	① ② ③ ④ ⑤
Too much in my life would be disrupted if I decided I wanted to leave my organization now	① ② ③ ④ ⑤
It wouldn't be too costly for me to leave my organization now (R)	① ② ③ ④ ⑤
Right now, staying with my organization is a matter of necessity as much as desire	① ② ③ ④ ⑤
I feel that I have too few options to consider leaving this organization	① ② ③ ④ ⑤
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives	① ② ③ ④ ⑤
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here	① ② ③ ④ ⑤

To what degree does each of the following statements apply to you? Please put (x) to your answer box below.
(1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree)

	Strongly Disagree				Strongly Agree
I think that people these days move from company to company too often.	①	②	③	④	⑤
I do not believe that a person must always be loyal to his or her organization (R)	①	②	③	④	⑤
Jumping from organization to organization does not seem at all unethical to me (R)	①	②	③	④	⑤
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain	①	②	③	④	⑤
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	①	②	③	④	⑤
I was taught to believe in the value of remaining loyal to one organization	①	②	③	④	⑤
Things were better in the days when people stayed with one organization for most of their careers	①	②	③	④	⑤
I do not think that wanting to be a 'company man' or 'company woman' is sensible anymore (R)	①	②	③	④	⑤

To what degree does each of the following statements apply to you? Please put (x) to your answer box below.
(1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree)
5: Kesinlikle Katılıyorum)

	Strongly Disagree				Strongly Agree
Tells outsiders this is a great place to work	①	②	③	④	⑤
Generates favorable goodwill for the customer	①	②	③	④	⑤

Says good things about company to others	① ② ③ ④ ⑤
Encourages friends and family to use company's products and services	① ② ③ ④ ⑤

To what degree does each of the following statements apply to you? Please put (x) to your answer box below.
(1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree)

	Strongly Disagree				Strongly Agree
Makes constructive suggestions for service improvement	①	②	③	④	⑤
Contributes many ideas for customer promotions and communications	①	②	③	④	⑤
Shares creative solutions to customer problems with other team members	①	②	③	④	⑤
Encourages co-workers to contribute ideas and suggestions for service improvement	①	②	③	④	⑤

To what degree does each of the following statements apply to you? Please put (x) to your answer box below.
(1: Strongly disagree; 2: Disagree; 3: Neutral; 4: Agree; 5: Strongly Agree)

	Strongly Disagree				Strongly Agree
Follows customer service guidelines with extreme care	①	②	③	④	⑤
Follows up in a timely manner to customer requests and problems	①	②	③	④	⑤
Regardless of circumstances, exceptionally courteous and respectful to customers	①	②	③	④	⑤
Follows through in a conscientious manner on promises to customers	①	②	③	④	⑤
Takes time to understand customer needs on an individual basis	①	②	③	④	⑤

DEMOGRAPHIC VARIABLES

Sex ☐Male ☐Female
Marital Status ☐Married ☐Single
Age:
Çalışma durumunuz: ☐Public Sector ☐Private Sector ☐Job Owner ☐Unemployment / Looking for Job ☐Housewife ☐Retired ☐Student ☐Other (Please Specify) .....
Monthly Personal Income:

☐Less than 2000 TL ☐2000-3999 TL ☐4000-5999 TL ☐6000-7999 TL ☐8000-9999 TL ☐More Than 10.000 TL
Last Graduated School: ☐Literate ☐Primary School ☐Secondary School ☐High School ☐University ☐Masters ☐PhD
Do you work in a business where you offer services directly to customer? ☐Yes ☐No
How long have you been working at your current workplace?
How many times have you changed jobs during your entire business life?
Which sector do you work in? ☐Banking ☐Consulting ☐Audit ☐Education ☐Energy ☐Finance ☐Nourishing ☐Constructing ☐Human Resources ☐Management ☐Chemistry and Oil ☐Culture and Art ☐Advirtesement ☐Automative Industry ☐Health ☐Spor ☐Insurance ☐Agriculture ☐Textile ☐Sales & Marketing ☐Social Services ☐Tourism ☐Logistics ☐Other

THANK YOU VERY MUCH FOR FILLING THE SURVEY

1.6. REFERENCES

Adams, W. J., & Yellen, J. L. (1976). Commodity bundling and the burden of monopoly. The quarterly journal of economics, 475-498.

Aldrich, H., & Herker, D. (1977). Boundary spanning roles and organization structure. Academy of management review, 2(2), 217-230.

Alegre, I., Mas-Machuca, M., & Berbegal-Mirabent, J. (2016). Antecedents of employee job satisfaction: Do they matter? *Journal of Business Research, 69*(4), 1390–1395. http://doi.org/10.1016/j.jbusres.2015.10.113

Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of management*, 29(1), 99-118.

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, *63*(1), 1–18. http://doi.org/10.1111/j.2044-8325.1990.tb00506.x

Ashforth, B. E. (1999). Social identity theory and the organization. *Academy of Management Review*, *14*(1), 20–39.

Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in Organizations: An Examination of Four Fundamental Questions. *Journal of Management*, *34*(3), 325–374. http://doi.org/10.1177/0149206308316059

Ashforth, B. E., & Mael, F. (1989). Social Identity Theory and the Organization. *Academy of Management Review*, *14*(1), 20–39. http://doi.org/10.2307/258189

Auh, S., Menguc, B., & Jung, Y. S. (2014). Unpacking the relationship between empowering leadership and service-oriented citizenship behaviors: A

multilevel approach. *Journal of the Academy of Marketing Science*, *42*(5), 558–579. http://doi.org/10.1007/s11747-014-0370-0

Bravo, R., Buil, I., I., de Chernatony, L., & Martínez, E. (2017). Managing brand identity: effects on the employees. *International Journal of Bank Marketing*, 35(1), 2-23.

Brown, T. J., Mowen, J. C., Donavan, D. T., & Licata, J. W. (2002). The customer orientation of service workers: Personality trait effects on self-and supervisor performance ratings. *Journal of Marketing Research*, 39(1), 110-119.

Babakus, E., Yavas, U., & Ashill, N. J. (2009). The role of customer orientation as a moderator of the job demand–burnout performance relationship: A surface-level trait perspective. *Journal of Retailing*, 85(4), 480-492.

Barksdale, K., & Werner, J. M. (2001). Managerial ratings of in-role behaviors, organizational citizenship behaviors, and overall performance: Testing different models of their relationship. *Journal of Business Research*, *51*(2), 145–155. http://doi.org/10.1016/S0148-2963(99)00061-2

Barnes, D. C., Ponder, N., & Hopkins, C. D. (2015). The impact of perceived customer delight on the frontline employee. *Journal of Business Research*, *68*(2), 433–441. http://doi.org/10.1016/j.jbusres.2014.06.005

Bedeian, A. G. (2007). Even if the Tower Is "Ivory," It Isn't "White:" Understanding the Consequences of Faculty Cynicism. Academy of Management Learning & Education, 6(1), 9-32.

Bell, S. J., & Menguc, B. (2002). The employee-organization relationship, organizational citizenship behaviors, and superior service quality. *Journal of Retailing*, *78*(2), 131–146. http://doi.org/10.1016/S0022-4359(02)00069-6

Bergami, M., & Bagozzi, R. P. (2000). Self-categorization, affective commitment and group self-esteem as distinct aspects of social identity in the organization. *British Journal of Social Psychology*, *39*(4), 555–577. http://doi.org/10.1348/014466600164633

Bettencourt, L. a., & Brown, S. W. (1997). Contact employees: Relationships among workplace fairness, job satisfaction and prosocial service behaviors. *Journal of Retailing*, *73*(1), 39–61. http://doi.org/10.1016/S0022-

4359(97)90014-2

Bettencourt, L. A., Brown, S. W., & MacKenzie, S. B. (2005). Customer-oriented boundary-spanning behaviors: Test of a social exchange model of antecedents. *Journal of Retailing*, *81*(2 SPEC. ISS.), 141–157. http://doi.org/10.1016/j.jretai.2005.03.004

Bettencourt, L. A., & Brown, S. W. (2003). Role stressors and customer-oriented boundary-spanning behaviors in service organizations. *Journal of the academy of Marketing Science*, 31(4), 394-408.

Bettencourt, L. A., Gwinner, K. P., & Meuter, M. L. (2001). A comparison of attitude, personality, and knowledge predictors of service-oriented organizational citizenship behaviors. Journal of applied psychology, 86(1), 29.

Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: diagnosing favorable and unfavorable incidents. *The Journal of Marketing*, 71-84.

Black, W. C., Babin, B. J., & Anderson, R. E. (2010). Multivariate data analysis: A global perspective.

Blau, P. M. (1964). Exchange and power in social life. Transaction Publishers.

Blau, P. M. (1968). Social exchange. International encyclopedia of the social sciences, 7, 452-457.

Booms, B. H., & Bitner, M. J. (1981). Marketing strategies and organization structures for service firms. Marketing of services, 25(3), 47-52.

Bowen, D. E., & Schneider, B. (1985). Boundary-spanning-role employees and the service encounter: Some guidelines for management and research. The service encounter, 127, 148.

Brief, A. P., & Motowidlo, S. J. (1986). Prosocial Organizational Behaviors. *Academy of Management Review*, *11*(4), 710–725. http://doi.org/10.5465/AMR.1986.4283909

Briggs, E., Jaramillo, F., & Noboa, F. (2015). Explicating customer orientation's influence on frontline employee satisfaction. *Service Industries Journal*, *35*(3), 133–151. http://doi.org/10.1080/02642069.2014.990004

Brown, A. D. (2017). Identity Work and Organizational Identification. *International Journal of Management Reviews*, *19*(3), 296–317. http://doi.org/10.1111/ijmr.12152

Brown, T. J., Mowen, J. C., Donavan, D. T., & Licata, J. W. (2002). The Customer Orientation of Service Workers: Personality Trait Effects on Self- and Supervisor Performance Ratings. *Journal of Marketing Research*, *39*(1), 110–119. http://doi.org/10.1509/jmkr.39.1.110.18928

Byrne, D. (1969). Attitudes and attraction. Advances in experimental social psychology, 4, 35-89.

Cable, D. M., & Edwards, J. R. (2004). Complementary and Supplementary Fit: A Theoretical and Empirical Integration. *Journal of Applied Psychology*, *89*(5), 822–834. http://doi.org/10.1037/0021-9010.89.5.822

Cehajic, S., Brown, R., & Castano, E. (2008). Forgive and forget? Antecedents and consequences of intergroup forgiveness in Bosnia and Herzegovina. Political Psychology, 29(3), 351-367.

Chan, K. W., & Wan, E. W. (2012). How can stressed employees deliver better customer service? The underlying self-regulation depletion mechanism. *Journal of Marketing*, 76(1), 119-137.

Chandon, P., Morwitz, V. G., & Reinartz, W. J. (2005). Do intentions really predict behavior? Self-generated validity effects in survey research. *Journal of Marketing*, 69(2), 1-14.

Cheney, G. (1983). On the various and changing meanings of organizational membership: A field study of organizational identification. Communications Monographs, 50(4), 342-362.

Cheney, G. (1983). The rhetoric of identification and the study of organizational communication. *Quarterly journal of speech*, 69(2), 143-158.

Cheney, G., & Tompkins, P. K. (1987). Coming to terms with organizational identification and commitment. Communication Studies, 38(1), 1-15.

Chiaburu, D. S., & Harrison, D. A. (2008). Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance. *Journal of Applied Psychology*, *93*(5), 1082–1103.

http://doi.org/10.1037/0021-9010.93.5.1082

Day, G. S. (1994). The capabilities of market-driven organizations. the Journal of Marketing, 37-52.

Deeter-Schmelz, D. R., & P. Ramsey, R. (2003). An investigation of team information processing in service teams: Exploring the link between teams and customers. *Journal of the Academy of Marketing Science*, 31(4), 409-424.

Devece, C., Palacios-Marqués, D., & Pilar Alguacil, M. (2016). Organizational commitment and its effects on organizational citizenship behavior in a high-unemployment environment. *Journal of Business Research*, *69*(5), 1857–1861. http://doi.org/10.1016/j.jbusres.2015.10.069

Donavan, D. T., Brown, T. J., & Mowen, J. C. (2004). Internal Benefits of Service-Worker Customer Orientation: Job Satisfaction, Commitment, and Organizational Citizenship Behaviors. *Journal of Marketing*, *68*(1), 128–146. http://doi.org/10.1509/jmkg.68.1.128.24034

Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. Administrative science quarterly, 239-263.

Durmuş, B., Yurtkoru, E. S., & Çinko, M. (2011). Sosyal bilimlerde SPSS'le veri analizi. Baskı, Beta Basım Yayım. İstanbul.

Edgar, F., & Geare, A. (2005). HRM practice and employee attitudes: different measures–different results. Personnel review, 34(5), 534-549.

Elsbach, K. D. (1999). An expanded model of organizational identification.

Edwards, M. R. (2005). Organizational identification: A conceptual and operational review. *International Journal of Management Reviews*, *7*(4), 207–230. http://doi.org/10.1111/j.1468-2370.2005.00114.x

Fairlie, R. W. (2004). Self-employed business ownership rates in the United States: 1979-2003. SBA Office of Advocacy.

Farrell, M. A., & Oczkowski, E. (2012). Organisational identification and leader member exchange influences on customer orientation and organisational citizenship behaviours. *Journal of Strategic Marketing*, *20*(4), 365–377. http://doi.org/10.1080/0965254X.2011.643917

French, J. R., & Kahn, R. L. (1962). A programmatic approach to studying the

industrial environment and mental health. Journal of social issues, 18(3), 1-47.

Greguras, G. J., & Diefendorff, J. M. (2009). Different fits satisfy different needs: Linking person-environment fit to employee commitment and performance using self-determination theory. *Journal of Applied Psychology*, *94*(2), 465–477. http://doi.org/10.1037/a0014068

Gremler, D. D., & Gwinner, K. P. (2000). Customer-employee rapport in service relationships. Journal of Service Research, 3(1), 82-104.

Grizzle, J. W., Zablah, A. R., Brown, T. J., Mowen, J. C., & Lee, J. M. (2009). Employee customer orientation in context: How the environment moderates the influence of customer orientation on performance outcomes. *Journal of Applied Psychology*, *94*(5), 1227–1242. http://doi.org/10.1037/a0016404

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. Organizational behavior and human performance, 16(2), 250-279.

Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, *87*(2), 268–279. http://doi.org/10.1037/0021-9010.87.2.268

Hartline, M. D., Maxham, J. G., & McKee, D. O. (2000). Corridors of Influence in the Dissemination of Customer-Oriented Strategy to Customer Contact Service Employees. *Journal of Marketing*, *64*(2), 35–50. http://doi.org/10.1509/jmkg.64.2.35.18001

Halbesleben, J. R. (2006). Sources of social support and burnout: a meta-analytic test of the conservation of resources model. *Journal of applied Psychology*, 91(5), 1134.

Harris, E. G., Mowen, J. C., & Brown, T. J. (2005). Re-examining salesperson goal orientations: personality influencers, customer orientation, and work satisfaction. *Journal of the Academy of Marketing Science*, 33(1), 19-35.

Harrison, R. V. (1978). Person-environment fit and job stress. Stress at work, 175, 205.

Hattie, J. (1985). Methodology review: assessing unidimensionality of tests and ltenls. Applied psychological measurement, 9(2), 139-164.

He, H., & Brown, A. D. (2013). Organizational identity and organizational identification: A review of the literature and suggestions for future research. Group & Organization Management, 38(1), 3-35.

Hoffman, K. D., & Ingram, T. N. (1991). Creating customer-oriented employees: the case in home health care. *Journal of Health Care Marketing*, *11*(2), 24–32.

Homburg, C., & Pflesser, C. (2000). A Multiple-Layer Model of Market-Oriented Organizational Culture: Measurement Issues and Performance Outcomes. *Journal of Marketing Research*, *37*(4), 449–462. http://doi.org/10.1509/jmkr.37.4.449.18786

Judge, T. A., & Ferris, G. R. (1992). The elusive criterion of fit in human resources staffing decisions. People and Strategy, 15(4), 47.

Kalaycı, Ş. (2010). SPSS uygulamalı çok değişkenli istatistik teknikleri (Vol. 5). Ankara, Turkey: Asil Yayın Dağıtım.

Kelley, S. W. (1992). Developing customer orientation among service employees. *Journal of the academy of Marketing Science*, 20(1), 27-36.

Kelman, H. C. (1961). Processes of opinion change. Public opinion quarterly, 25(1), 57-78.

Kline, R. B. (2005). Methodology in the social sciences.

Knippenberg, D., & Schie, E. (2000). Foci and correlates of organizational identification. *Journal of occupational and organizational psychology*, 73(2), 137-147.

Kristof-Brown, A. L., & Stevens, C. K. (2001). Goal congruence in project teams: Does the fit between members' personal mastery and performance goals matter? *Journal of Applied Psychology*, *86*(6), 1083–1095. http://doi.org/10.1037//0021-9010.86.6.1083

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor FIT. *Personnel*

Psychology, *58*(2), 281–342. http://doi.org/10.1111/j.1744-6570.2005.00672.x

Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. Personnel psychology, 49(1), 1-49.

Lages, C. R. (2012). Employees' external representation of their workplace: Key antecedents. *Journal of Business Research*, *65*(9), 1264–1272. http://doi.org/10.1016/j.jbusres.2011.10.044

Lee, E.-S., Park, T.-Y., & Koo, B. (2015). Identifying organizational identification as a basis for attitudes and behaviors: A meta-analytic review. *Psychological Bulletin*, *141*(5), 1049–1080. http://doi.org/10.1037/bul0000012

Lee, J. H. J., Ok, C. M., & Hwang, J. (2016). An emotional labor perspective on the relationship between customer orientation and job satisfaction. *International Journal of Hospitality Management*, *54*, 139–150. http://doi.org/10.1016/j.ijhm.2016.01.008

Levinson, H. (1970). A psychologist diagnoses merger failures. Harvard Business Review, 48(2), 139.

Liden, R. C., Wayne, S. J., & Sparrowe, R. T. (2000). An examination of the mediating role of psychological empowerment on the relations between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, *85*(3), 407–416. http://doi.org/10.1037/0021-9010.85.3.407

Limpanitgul, T., Jirotmontree, A., Robson, M. J., & Boonchoo, P. (2013). Job attitudes and prosocial service behavior: A test of the moderating role of organizational culture. *Journal of Hospitality and Tourism Management*, *20*, 5–12. http://doi.org/10.1016/j.jhtm.2013.05.006

Lindblom, A., Kajalo, S., & Mitronen, L. (2015). Exploring the links between ethical leadership, customer orientation and employee outcomes in the context of retailing. *Manag. Decis.*, *53*(7), 1642–1658. http://doi.org/10.1108/MD-04-2015-0126

Lindsey Hall, K. K., Baker, T. L., Andrews, M. C., Hunt, T. G., & Rapp, A. A. (2016). The importance of product/service quality for frontline marketing

employee outcomes: The moderating effect of Leader-Member Exchange (LMX). *Journal of Marketing Theory and Practice*, *24*(1), 23–41. http://doi.org/10.1080/10696679.2016.1089762

Locke, E. A. (1969). What is job satisfaction?. Organizational behavior and human performance, 4(4), 309-336.

Locke, E. A. (1976). The nature and causes of job satisfaction. Handbook of industrial and organizational psychology.

Love, M. S., & Dustin, S. L. (2014). An investigation of coworker relationships and psychological collectivism on employee propensity to take charge. *International Journal of Human Resource Management*, *25*(9), 1208–1226. http://doi.org/10.1080/09585192.2013.826712

Macintosh, G., & Krush, M. (2014). Examining the link between salesperson networking behaviors, job satisfaction, and organizational commitment: Does gender matter? *Journal of Business Research*, *67*(12), 2628–2635. http://doi.org/10.1016/j.jbusres.2014.03.022

MacKenzie, S. B., Podsakoff, P. M., & Ahearne, M. (1998). Some Possible Antecedents and Consequences of In-Role and Extra-Role Salesperson Performance. *Journal of Marketing*, *62*(3), 87. http://doi.org/10.2307/1251745

Mael, F. A., & Ashforth, B. E. (2001). Identification in work, war, sports, and religion: Contrasting the benefits and risks. *Journal for the Theory of Social Behaviour*, 31(2), 197-222.

Mael, F. A., & Ashforth, B. E. (1995). Loyal from day one: Biodata, organizational identification, and turnover among newcomers. Personnel psychology, 48(2), 309-333.

Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, *13*(2), 103–123. http://doi.org/10.1002/job.4030130202

Malhotra, N., & Ackfeldt, A. L. (2016). Internal communication and prosocial service behaviors of front-line employees: Investigating mediating mechanisms. *Journal of Business Research*, *69*(10), 4132–4139.

http://doi.org/10.1016/j.jbusres.2016.03.038

Maslow, A. H. (1954). (1970). Motivation and personality . New York: Harper & Row.

Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. Psychological bulletin, 108(2), 171.

Menguc, B., Auh, S., Katsikeas, C. S., & Jung, Y. S. (2016). When Does (Mis)Fit in Customer Orientation Matter for Frontline Employees' Job Satisfaction and Performance? *Journal of Marketing*, *80*(1), 65–83. http://doi.org/10.1509/jm.15.0327

Menguc, B., & Boichuk, J. P. (2012). Customer orientation dissimilarity, sales unit identification, and customer-directed extra-role behaviors: Understanding the contingency role of coworker support. *Journal of Business Research*, *65*(9), 1357–1363. http://doi.org/10.1016/j.jbusres.2011.09.023

Menguc, B. (2000). An empirical investigation of a social exchange model of organizational citizenship behaviors across two sales situations: A Turkish case. *Journal of Personal Selling & Sales Management*, 20(4), 205-214.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, 61(1), 20-52.

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. Academy of management journal, 44(6), 1102-1121.

Morgan, N. A., & Rego, L. L. (2006). The value of different customer satisfaction and loyalty metrics in predicting business performance. Marketing Science, 25(5), 426-439.

Narver, J. C., & Slater, S. F. (1990). The effect of a market orientation on business profitability. *The Journal of marketing*, 20-35.

Netemeyer, R. G., Bearden, W. O., & Sharma, S. (2003). Scaling procedures: Issues and applications. Sage Publications.

Nunnally, J. C. (1967). Psychometric theory.

O'Reilly III, C. A., & Caldwell, D. F. (1981). The commitment and job tenure of new employees: Some evidence of postdecisional justification. Administrative science quarterly, 597-616.

O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of applied psychology*, 71(3), 492.

O'Reilly, C. A., Chatman, J., & Caldwell, D. F. (1991). People and organizational culture: A profile comparison approach to assessing person-organization fit. Academy of management journal, 34(3), 487-516.

Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington Books/DC Heath and Com.

Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of applied psychology*, 74(1), 157.

Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. Personnel psychology, 48(4), 775-802.

Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. Personnel psychology, 48(4), 775-802.

Osborne, J. W., & Costello, A. B. (2004). Sample size and subject to item ratio in principal components analysis. Practical assessment, research & evaluation, 9(11), 8.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). Servqual: A Multiple-Item Scale For Measuring Consumer Perc. *Journal of Retailing*, *64*(1), 12. http://doi.org/10.1108/02640470210447801

Parish, J. T., Berry, L. L., & Lam, S. Y. (2008). The effect of the servicescape on service workers. Journal of Service Research, 10(3), 220-238.

Park, J. E., & Deitz, G. D. (2006). The effect of working relationship quality on

salesperson performance and job satisfaction: Adaptive selling behavior in Korean automobile sales representatives. *Journal of Business Research*, *59*(2), 204–213. http://doi.org/10.1016/j.jbusres.2005.04.002

Paulin, M., Ferguson, R. J., & Bergeron, J. (2006). Service climate and organizational commitment: The importance of customer linkages. *Journal of Business Research*, *59*(8), 906–915. http://doi.org/10.1016/j.jbusres.2006.03.004

Pervin, L. A. (1968). Performance and satisfaction as a function of individual-environment fit. Psychological bulletin, 69(1), 56.

Pfeffer, J. (1994). Competitive advantage through people: Unleashing the power of the work force. Harvard Business Press.

Porter, L. W. (1961). A study of perceived need satisfactions in bottom and middle management jobs. Journal of applied Psychology, 45(1), 1.

Pratt, M. G. (1998). Central questions in organizational identification. Identity in organizations, 171-207.

Pratt, M. G. (1998). Central questions in organizational identification. Identity in organizations, 171-207.

Rafaeli, A., Ziklik, L., & Doucet, L. (2008). The impact of call center employees' customer orientation behaviors on service quality. *Journal of Service Research*, 10(3), 239-255.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literature.

Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of Vocational Behavior*, *66*(2), 358–384. http://doi.org/10.1016/j.jvb.2004.05.005

Riordan, C. M. (2000). Relational demography within groups: Past developments, contradictions, and new directions. In Research in personnel and human resources management (pp. 131-173). Emerald Group Publishing Limited.

Robbins, S. P. (2005). Values, attitudes, and job satisfaction. Organizational Behavior, 11, 73.

Rousseau, D. M. (1998). Why workers still identify with organizations. *Journal of*

Organizational Behavior, 217-233.

Rucci, A. J., Kirn, S. P., & Quinn, R. T. (1998). The employee-customer-profit chain at Sears. Harvard Business Review, 76, 82-98.

Sager, J. K., & Johnston, M. W. (1989). Antecedents and outcomes of organizational commitment: A study of salespeople. *Journal of Personal Selling & Sales Management*, 9(1), 30-41.

Saxe, R., Weitz, B. a, & Weitz, A. (1982). A measure of the customer orientation onf salespeople. *American Marketing Association*, *19*(3), 343–351. Retrieved from http://www.personal.psu.edu/users/j/x/jxb14/JMR/JMR1982-3-343.pdf

Shamir, B., & Kark, R. (2004). A single-item graphic scale for the measurement of organizational identification. *Journal of Occupational and Organizational Psychology*, *77*(1), 115–123. http://doi.org/10.1348/096317904322915946

Schneider, B. (1987). The people make the place. Personnel psychology, 40(3), 437-453.

Schneider, B., & Bowen, D. E. (1993). The service organization: Human resources management is crucial. Organizational Dynamics, 21(4), 39-52.

Seers, A. (1989). Team-member exchange quality: A new construct for role-making research. Organizational behavior and human decision processes, 43(1), 118-135.

Seers, A. (1989). Team-member exchange quality: A new construct for role-making research. Organizational behavior and human decision processes, 43(1), 118-135.

Seers, A., Petty, M. M., & Cashman, J. F. (1995). Team-member exchange under team and traditional management: A naturally occurring quasi-experiment. Group & Organization Management, 20(1), 18-38.

Shamir, B. (1990). Calculations, values, and identities: The sources of collectivistic work motivation. Human Relations, 43(4), 313-332.

Shinnar, R. S., Young, C. A., & Meana, M. (2004). The motivations for and outcomes of employee referrals. *Journal of Business and Psychology*, 19(2), 271-283.

Singh, J. (2000). Performance productivity and quality of frontline employees in

service organizations. *Journal of marketing*, 64(2), 15-34.

Singh, J., Goolsby, J. R., & Rhoads, G. K. (1994). Behavioral and psychological consequences of boundary spanning burnout for customer service representatives. *Journal of Marketing Research*, 558-569.

Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of applied psychology*, 68(4), 653.

Smith, P. C. (1992). In pursuit of happiness-why study general job satisfaction?-. Job satisfaction.

Solomon, M. R., Surprenant, C., Czepiel, J. A., & Gutman, E. G. (1985). A role theory perspective on dyadic interactions: the service encounter. *The Journal of Marketing*, 99-111.

Sony, M., & Mekoth, N. (2016). The relationship between emotional intelligence, frontline employee adaptability, job satisfaction and job performance. *Journal of Retailing and Consumer Services*, *30*, 20–32. http://doi.org/10.1016/j.jretconser.2015.12.003

Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. Administrative science quarterly, 46-56.

Suhr, D. (2008). Step your way through path analysis. In Western users of SAS software conference proceedings.

Tabachnick, B. G., & Fidell, L. S. (2007). Multivariate analysis of variance and covariance. Using multivariate statistics, 3, 402-407.

Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. *The social psychology of intergroup relations*, 33(47), 74.

Tang, S. W., Siu, O. L., & Cheung, F. (2014). A study of work–family enrichment among Chinese employees: The mediating role between work support and job satisfaction. *Applied Psychology*, 63(1), 130-150.

Thomas, R. W., Soutar, G. N., & Ryan, M. M. (2001). The selling orientation-customer orientation (SOCO) scale: A proposed short form. *Journal of Personal Selling & Sales Management*, 21(1), 63-69.

Tolman, E. C. (1943). Identification and the postwar world. *The journal of abnormal and social psychology*, 38(2), 141.

Tsui, A. S., & O'reilly, C. A. (1989). Beyond simple demographic effects: The importance of relational demography in superior-subordinate dyads. *Academy of management journal*, 32(2), 402-423.

Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviors. *Journal of management*, 29(2), 187-206.

Van Dick, R. (2001). Identification in organizational contexts: Linking theory and research from social and organizational psychology. *International Journal of Management Reviews*, 3(4), 265-283.

Van Dick, R., Christ, O., Stellmacher, J., Wagner, U., Ahlswede, O., Grubba, C., ... & Tissington, P. A. (2004). Should I stay or should I go? Explaining turnover intentions with organizational identification and job satisfaction. *British Journal of Management*, 15(4), 351-360.

Van Dick, R., Christ, O., Stellmacher, J., Wagner, U., Ahlswede, O., Grubba, C., ... & Tissington, P. A. (2004). Should I stay or should I go? Explaining turnover intentions with organizational identification and job satisfaction. *British Journal of Management*, 15(4), 351-360.

Van Knippenberg, D., & Sleebos, E. (2006). Organizational identification versus organizational commitment: self-definition, social exchange, and job attitudes. *Journal of organizational Behavior*, 27(5), 571-584.

Van Maanen, J. E., & Schein, E. H. (1977). Toward a theory of organizational socialization.

Viswesvaran, C., Sanchez, J. I., & Fisher, J. (1999). The role of social support in the process of work stress: A meta-analysis. *Journal of vocational behavior*, 54(2), 314-334.

Wagner, T., Hennig-Thurau, T., & Rudolph, T. (2009). Does customer demotion jeopardize loyalty?. *Journal of Marketing*, 73(3), 69-85.

Wan-Huggins, V. N., Riordan, C. M., & Griffeth, R. W. (1998). The development and longitudinal test of a model of organizational identification. *Journal of*

Applied Social Psychology, 28(8), 724-749.

Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2002). The role of fair treatment and rewards in perceptions of organizational support and leader-member exchange. *Journal of applied psychology*, 87(3), 590.

Werbel, J. D., & Gilliland, S. W. (1999). Person–environment fit in the selection process.

Wheeler, A. R., Richey, R. G., Tokkman, M., & Sablynski, C. J. (2006). Retaining employees for service competency: The role of corporate brand identity. *Journal of Brand Management*, *14*(1–2), 96–113. http://doi.org/10.1057/palgrave.bm.2550062

Whetten, D. A., & Godfrey, P. C. (Eds.). (1998). Identity in organizations: Building theory through conversations. Sage.

Wieseke, J., Ullrich, J., Christ, O., & Van Dick, R. (2007). Organizational identification as a determinant of customer orientation in service organizations. Marketing Letters, 18(4), 265-278.

Wilk, S. L., Desmarais, L. B., & Sackett, P. R. (1995). Gravitation to jobs commensurate with ability: Longitudinal and cross-sectional tests. *Journal of Applied Psychology*, 80(1), 79.

Wilkins, A. L., & Ouchi, W. G. (1983). Efficient cultures: Exploring the relationship between culture and organizational performance. *Administrative science quarterly*, 468-481.

Yi, Y., Nataraajan, R., & Gong, T. (2011). Customer participation and citizenship behavioral influences on employee performance, satisfaction, commitment, and turnover intention. *Journal of Business Research*, *64*(1), 87–95. http://doi.org/10.1016/j.jbusres.2009.12.007

Yim, C. K. (Bennett), Chan, K. W., & Lam, S. S. . (2012). Do Customers and Employees Enjoy Service Participation? Synergistic Effects of Self- and Other-Efficacy. *Journal of Marketing*, *76*(6), 121–140. http://doi.org/10.1509/jm.11.0205

Yoon, M. H., & Suh, J. (2003). Organizational citizenship behaviors and service quality as external effectiveness of contact employees. *Journal of Business*

Research, *56*(8), 597–611. http://doi.org/10.1016/S0148-2963(01)00290-9

Zablah, A. R., Franke, G. R., Brown, T. J., & Bartholomew, D. E. (2012). How and When Does Customer Orientation Influence Frontline Employee Job Outcomes? A Meta-Analytic Evaluation. *Journal of Marketing*, *76*(3), 21–40. http://doi.org/10.1509/jm.10.0231

Zhang, R. Y., Liu, X. M., Wang, H. Z., & Shen, L. (2011). Service climate and employee service performance: Exploring the moderating role of job stress and organizational identification. *Service Industries Journal*, *31*(14), 2355–2372. http://doi.org/10.1080/02642069.2010.503873

Zhao, X., Ghiselli, R., Law, R., & Ma, J. (2016a). Motivating frontline employees: Role of job characteristics in work and life satisfaction. *Journal of Hospitality and Tourism Management*, *27*(April), 27–38. http://doi.org/10.1016/j.jhtm.2016.01.010

Zhao, X., Ghiselli, R., Law, R., & Ma, J. (2016b). Motivating frontline employees: Role of job characteristics in work and life satisfaction. *Journal of Hospitality and Tourism Management*, *27*, 27–38. http://doi.org/10.1016/j.jhtm.2016.01.010