



Addis Ababa University School of Commerce
Department of Marketing Management

**Assessment of Frontline Employees' Satisfaction and Customer
Satisfaction: A Case Study on Ethiopian Airlines**

In Partial Fulfillment of the Requirement for the Award of Master of Arts in
Marketing Management

By: Nardos Tadele

**May, 2014
Addis Ababa, Ethiopia**

**Assessment of Frontline Employees' Satisfaction and
Customer Satisfaction: A Case Study on Ethiopian Airlines**

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**A Research Project Submitted to the School of
Graduate Studies of Addis Ababa University
in Partial Fulfillment of the Requirement for the
Award of Master of Arts in Marketing Management**

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Declaration

I, Nardos Tadele, hereby declare that the project entitled **Assessment of Front line employee satisfaction on Customers' Satisfaction: A Case Study on Ethiopian Airlines** is my original work and has not been presented for a degree in any other university and that all sources of material used for the project have been duly acknowledged.

Nardos Tadele

Name

Signature

Certification

This is to certify that Ms. Nardos Tadele has completed her project work entitled **Assessment of Front line employee satisfaction on Customers' Satisfaction: A Case Study on Ethiopian Airlines**. As I have evaluated, her project is appropriate to be submitted as a partial fulfillment requirement for the award of Degree in Masters of Marketing Management.

Project Advisor

Signature

Date: May, 2014

Abstract

The aim of this project is to describe the satisfaction level of employees and its role on customer satisfaction, and investigate the situation of customer-employee interaction during service encounters. Even though the growing importance of frontline employees in service sectors are supported in main literatures, there are still problems where traditional approaches of managing business that dully focuses on external customers' satisfaction is still the believes of many firms.

The study employs a quantitative, descriptive survey study design to answer the research questions as it is found to be appropriate. Two kinds of population were encompassed (Customers and employees) and systematic random sampling design was employed to collect primary data. A target of 285 samples of customers were selected to evaluate the service provided by the frontline employees and perception of service quality and 85 frontline employee were selected to measure their satisfaction level based on five dimensions. The study uses a structured questionnaire to obtain information through direct solicitation of responses from front-line employees and customers.

The results also indicate the customers of the airline are happy with the service frontline employees provided. However the frontline employees are dissatisfied with their job from different perspectives. The results of this research enable managers of the company at each level to better understand the degree of managing front-employees to get a higher level of customers perceived service quality. This research could be seen as a prelude attempt in addressing the issue of Internal Marketing and perceived service quality that rely on both HR and services marketing theories and practices. Besides this research tries to give a new insight to looking at the subject a little bit different ways than the usual approach.

Acknowledgement

Isaiah 41:10

Have no fear, for I am with you; do not be looking about in trouble, for I am your God; I will give you strength, yes, I will be your helper; yes, my true right hand will be your support.

Thank you Jesus for being my dad , My strength ,My wisdom, My grace.....

I give you glory because you are worthy, because you are holy and because there is none like you.

I owe my deepest gratitude to my parents ,families and friends for each and every support you have given me , for your patience ,encouragement ,guidance and valuable advice .

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Chapter One

Introduction

1.1 Background of the study

To be different with manufacturing products, services are intangible that require to be provided by people. Hurley (1988a) indicates that services often involve employees interacting with customers. In contrast to the manufacturing of goods, the delivery of services often involves employees interacting face-to-face with customers. Therefore, implementation of the marketing concept in service firms are accomplished through service employees and in particular the frontline employees' interaction with customers and their ability to increase sales through up-selling and cross selling.

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups. Job satisfaction is a very important attribute which is frequently measured by

organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs.

The research focuses on identifying the job satisfaction level of front line employees in Ethiopian airlines who are currently working at the airport in different departments. Therefore, the research revealed the real phenomena, rate and analyzes the employee's satisfaction level and recommend on the outcomes of the research.

The research used primary sources and secondary sources to gather data which helped construct of the study. Many researches are written in favor of the relationship between employee satisfaction and customer satisfaction. According to Gallardo et.al.(2001),employees' ability, attitude and behavior are crucial for business success to service organization. The higher the degree of employee satisfaction, the higher the possibility of generating external satisfaction and loyalty Zampetakis and Moustakis (2007).

As Ferguson and Brown (1991) argued that the function of marketing is not only to provide products for sale, but also to take care of the staff where direct human contact between front line employees and the customer is demanded, because of the simultaneous characteristic of service. Consequently, employee relations and their interaction with customers become critical in providing a quality service.

Employees also want their managers or employers to understand their emotions and intellect; want to be treated as individual; require open and direct communication channel with top executives where unless this requirements are fully met, employees will be less committed towards their job which could ultimately influence their satisfaction and productivity in the long term. Harvir et al., (2001) stated that organizations should put employees first since customer loyalty can only occur if and only if the employees of a service organization

subscribe to this relationship building orientation. The interaction of employee satisfaction is a crucial aspect in service marketing as it definitely tied with companies' long term success (Albert and peter, 1998). Therefore, the research will analyze frontline employees' job satisfaction level working in Ethiopian airlines, especially those who are assigned at the airport and ticket offices and its' impact on customer satisfaction.

1.2 Statement of the Problem

People most often associate satisfaction with happiness and comfort. It is likely that in most of the previous studies, people responded to the question "Are you satisfied?" by interpreting the question as "Are you comfortable in your work? Do you feel secure and content?" Therefore, the researcher will investigate the level of employees' satisfaction and its possible impact in generating outside customers. Job satisfaction causes a series of influences on various aspects of organizational life. Many literatures on job satisfaction frequently mention that businesses that wants to deliver better quality to satisfy its external customers should first solve any problems related to internal customer unfulfilled need because, fulfilling employee needs enhances employee motivation and retention, and as a consequence the higher the degree of employee satisfaction, the higher the possibility of generating external satisfaction and loyalty Zampetakis and Moustakis (2007). Another reason is that the mounting complains and roars of employees on their job makes one interested to see how things are going.

1.3 Objectives of the Study

The research objectives are stated below whereby the research problem is shaped in a way that can be researchable and investigated.

1.3.1 General Objective

The general objective of the study is to assess the satisfaction level of front line employees in the case of Ethiopian airlines that is playing a key role in affecting customers' satisfaction.

1.3.2 Specific Objectives

The research focuses on the following specific points

- To investigate the importance of front line employees satisfaction in the company.
- To assess feelings and opinions of front line employees concerning their Job.
- To identify the factors which influence the front line employee level of satisfaction.

1.4 Significance of the study

The research could be helpful in providing an important insight in identifying important key areas to work on to boost employees' engagement in providing the best service .It also revealed the current level of satisfaction the front line desk employees have. Besides, the current study could contribute much for future researchers who wish to conduct research on job satisfaction in general and also

be used as source of secondary data. The research also emphasizes in the following scope:

- Helpful to the organization for conducting further research.
- Helpful to identify the employer's level of satisfaction towards welfare measure.
- Helpful to the organization for identifying the area of dissatisfaction of job of the employees.
- Helps to make a managerial decision to the company

1.5 Rationale of the study

The research is a case study on Ethiopian airlines where employees and customers are contacted to gather their insight about the firms' overall effort. In order to be competitive the airline must be able to accommodate the ever growing number of passengers and their personal needs by providing quality services as per the current international standard and customer satisfaction which ,now a days, becomes one of the most important indicator of the level of successful operation. Being said that, the backbone of any business, specially service providing organization is employees. Ethiopian airline is one of the few biggest and organized businesses in Ethiopia. The rationale for choosing this institution, in addition, is self-evident. Providing the major roles the airline is playing in the socio-economic development of the country and as the best company that is running more than 60 years as well as being the best airline in Africa. All this lots makes the airline worth to be studied.

1.6 Research Questions

- Are the front line employees happy?
- Are the front line employees satisfied?
- What kind of relation do the frontline employees have with the top management?
- Does the top management have a special way of identifying employee's satisfaction level?
- Is satisfying Employees priority to the company?
- Could employees' commitment has an impact on customers satisfaction?
- Do satisfied employees have something to contribute for customers perceived service quality?

1.7 Scope of the Research

The research confined to all departments of the airline located at the airport both domestic and international flights and also include the ticket offices located all over the world. The rationale for selecting airport departments and ticket offices is because these branches are serving large numbers of customers both international as well as domestic users and its easiness of accessing respondents as there resource limitation. The research mainly targets front-line staffs to investigate. Even though other staffs could be viable candidates the study only focuses on front-line staffs as indicated in many literatures these employees are mentioned as significant with whom external customers directly contacts.

1.8 Limitation

Since gathering data on all front line employees located outside of Addis Ababa where Ethiopian airline exists was time consuming, the questionnaires were only distributed at airport and the selected ticket offices. In addition, since it is restricted to gain access to the Ethiopian cargo, this research did not include employees who are assigned at different offices at Cargo. The researcher did not employ regression analysis because the objective of the study was to describe the employees' level of satisfaction, investigate their performance on the eyes of the customers and describe the impact when the employees dissatisfaction increases .According to the result, the customers are happy with the service given by the frontline employees which were measured by SERVPERF while the result shows employees are dissatisfied. Measuring the relationship between these variables would disapprove the prior studies and reality .The study paves a way for further research and it helps as a foundation .The researcher described the responses gathered from the employees directly. Gathering data from employees who arrived at Addis Ababa airport was very difficult due the passengers were very exhausted while the employees were too busy.

Chapter 2

Review of Literature

2.1 Historical Background of Ethiopian Airlines

Ethiopian Airlines (Ethiopian) is the flag carrier of Ethiopia. During the past sixty five years, Ethiopian has become one of the continent's leading carriers, unrivalled in Africa for efficiency and operational success, turning profits for almost all the years of existence. Operating at the forefront of technology, it has also become one of the country's major industries and veritable airline in Africa. It commands a lion's share of the pan African network including the only daily east-west flight across the continent. Ethiopian serves 81 international and 18 domestic destinations. Furthermore, it is working diligently to make the Ethiopian Aviation Academy the leading aviation academy in Africa. Ethiopian is one of the airlines in the world operating the newest and youngest fleets (Boeing 777 and 787).

A new era in development of transport and communication in Ethiopia was realized when the first plane arrived in Aug 18, 1929 in a place called Geferssa, 15 kms west to Addis Ababa.

The story of the Ethiopian national airline begins in 1945, when the Ethiopian delegation which was sent to the UN founding conference requested the US states department for assistance in establishing a commercial air transport. Following the positive reaction of the state department, after a number of consultative meetings, an agreement was signed between Ethiopian government and TWA (Trans World Aviation) to set up a commercial air transport company, the Ethiopian Airlines Inc. (EAL). Ethiopian Airlines started with 6 DC-3 Douglas air planes and seven station 1 type aircrafts bought in April 1946. Then after, the airline has made serious efforts to progressively acquire modern aircrafts and expand its services to more and more destinations.

Ethiopian airlines become a member of International Air Transport Association (IATA) on 01st January 1959. This coupled in acquisition of modern jet planes which opened a door for the airline to be a pioneer jet link of Africa to the world.

Until 1974 Ethiopian operated under the guidance of TWA, where the host company used to serve as an authorized agent for the purchase of aircrafts, associated spare parts and hiring of personnel. Besides these, TWA was entrusted with technical management and operation of the airline, while the business management was directed by a board of directors constituted by representatives of Ethiopian government and TWA. This arrangement was fully changed and management was completely transferred to Ethiopian government following 1974 political change.

Concerning destinations, Ethiopian airlines currently covers six continents; Africa, middle east, far east Europe, north America and south America. The airlines largest international number of routes is in Africa linking the cities of African continent to the rest of the world.

Ethiopian has current commercial fleets to conduct all services in the airline such as domestic passenger service, medium and long range international passenger service, cargo and non-scheduled services. It has also, currently, using the new aircraft type B787- Dreamliner aircrafts.

Ethiopian Airlines is a fully government owned shared company, which is managed by the board of directors appointed by the government.

2.2 Vision, Mission and Values

2.2.1 Vision 2025

Ethiopian will be the most competitive and leading aviation group in Africa by providing safe, market driven and customer focused passenger and Cargo Transport, Aviation Training, Flight Catering, Maintenance Repair and Overhaul (MRO), Ground Services, Domestic and Regional Services by 2025.

2.2.2 Mission Statement

- To become the leading Aviation Group in Africa by providing safe and reliable passenger and cargo transport, aviation training, flight catering, MRO and ground services whose quality and price “value proposition” is always better than its competitors.
- To ensure being an airline of choice to its customers, employer of choice to its employees and an investment of choice to its owner
- To contribute positively to the socio-economic development of Ethiopia in particular and the countries it operates in general by undertaking its corporate social responsibilities and providing vital global air connectivity

2.2.3 Core Value Statement

- As an airline, safety is our first priority.
- ET is a high performance and learning organization.
- We are an equal opportunity employer.
- We treat internal and external customers the way we would like to be treated.

2.2.4 Fleet Information

Current Fleet (62 Aircraft)

- 5 - Boeing 787 Dreamliner
- 6 - Boeing 777-200LR
- 12 - Boeing 767-300
- 4 - Boeing 757-200
- 2 – 777-300ER jets from Boeing
- 2 - Boeing 777-200F (cargo)
- 2 - Boeing 757-260F (cargo)
- 2 - MD-11F (cargo)
- 5 - Boeing 737-700NG
- 9 - B737-800W
- 13 - Q400 NextGen

Fleet on order (32 Aircraft)

- 14 - A350-900 from Airbus
- 8 - 787 Dreamliner jets from Boeing
- 4 - 737-800 jets from Boeing
- 2 – 777-300ER jets from Boeing
- 4 – 777-200F Freighter jets from Boeing

2.2.5 Business Strategy of the airline

- Integrated business model; cost leadership and differentiation strategies to be pursued where seen fit.

Ethiopian Airlines Passenger service cycle

The cycle of service for an airline begins at ticket (reservation) offices and ends at consuming the airline's services after deplaning and collecting of one's luggage.

Ticket Offices

The first person that a passenger or potential passenger contacts when he needs to travel by air is the ticket office front line agent. The Ticket office is an office which is responsible to make bookings and sell tickets for those who wants to travel to certain destination by air. the ticket front line agent is responsible to provide the necessary information to the passenger in detail and receive necessary and mandatory requested made by passengers (meal ,seat wheelchair preference or special assistance)and feed these information in to passenger's booking.

Check in Counter

This is the first counter at the departure control or the airport station where the passanger checks in his/her luggage and receives his boarding pass. The front line agents at this counter welcome the passenger with genuine smile and a warm greetings, verify eligibility of his/her passport/documents assign a seat, issue the boarding pass, check the luggage into the system and send it to baggage area and finally direct the passanger to boarding gate through immigration wishing him/her a nice and safe flight.

Boarding Gate

Once the passanger's documents and passport is checked by immigration office agents. He/she would approach the front line Ethiopian agent at the concerning flight gate.At this counter, the front line boarding gate agent will greet the passanger, check his passport and document validity, reconcile his ticket with the

flight he approached for the last time and issue part of the boarding pass and allow the passenger to board the plane before dispatching the flight.

Arrival and Transit Office

Passengers who are in transfer will drop by this office. The front line agents who assist these kind of passengers are responsible in directing the passengers to the next boarding gates, rebooking the passenger or issuing a hotel voucher to the passenger, if the next flight is canceled or out already due the delay of the former flight, meeting the flights, assisting special passengers.

Baggage service Office

After arriving at the final destination, the passengers collect their baggage from the arrival baggage belts. The front line agent who is assigned at that office is responsible to deliver the luggage to the passenger in a timely manner and the way the passenger hands his/her luggage to the airline at his departure country which was under the airline custody. If the baggage is damaged, lost, delayed or stolen, the front line agent is responsible in filling a claim and do the best in retrieving the luggage or settle the case in monetary terms.

In this section a range of literatures on key concepts which are essential for the study will be reviewed. There will be two major divisions that focus on; employee satisfaction and customer satisfaction. The first section attempts to describe about service encounters, how the issue of employee satisfaction affects a service giving organizations and its essence for modern commerce, as well as subsections that will display concepts within which Job satisfaction going to be measured. The second section attempts to define customer satisfaction in general. Further, different scholars view on the impact of employee satisfaction over customers' satisfaction in service giving organization will be presented.

2.3 Service Encounter

Customers often base their perceptions of service on the quality of the interaction with service personnel. Thus, service organizations give priority for quality service operation and attempt to exceed the expectations of customers at the execution. In this regard employees become a vital part of the services delivery operation and there is a need to ensure that they can proficiently deliver the promises made to customers in all service delivery encounters. Service encounters are also called a moments of truth. The front-line employee role has been defined as activity which links an organization with the environment within which it operates (Bateson and Hoffman, 1999). Contact employees have undoubtedly one of the most difficult yet rewarding jobs in the service organizations. Since the service employee works on the boundary of the organization and performs boundary spanning roles (Friedman and Podolny, 1992).

There are different difficulties that this front-line staffs are faced on a daily basis ranging from technical faults to badly behaved customers. It is the manner in which these challenges are dealt with and the degree to which one can cope with the strain of boundary spanning roles, which distinguishes excellent service providers. Singh et al. (1994) stated that personnel who are Operating in boundary spanning roles are prone to high levels of emotional burnout and role conflict.

Regardless of whether contact points are visible or not, they constitute moments of truth – points in time during which customers are afforded the opportunity to gauge service quality. If multiple touch points are involved in performing a job function, it may very well be feasible to remove some contact points while still performing the function. Each touch point provides the customer an occasion to gauge the performance of an organization; leaving in unnecessary touch points increases the probability of an unpleasant evaluation (Spence & Kale, 2008). While

interacting with the service, the customer comes not only in to contact with the contact personnel but also with the physical facilities, the other customers and other visible elements. In these cases, customer perceptions of service quality are affected by the physical environment as well as by the behavior of the relevant service personnel (Zeithaml et al., 2006). As shown above service encounters can occur at any instances as long as customers make a contact with employees. There are three alternatives type of service encounters.

- Remote Encounters: this interaction between customers and employees occurs without any direct contact. Even though there isn't any human contact where the transaction is mediated by technology firms could strengthen customers' perception of service quality by managing the tangibles and technical aspect of the service.
- Phone Encounters: this is the most frequent type of encounter between customers and employees in many organizations (utility firms) .customers judgment of service quality depends on tone of voice, employees" knowledge and their effectiveness/efficiency in handling customer issues.
- Face-To-Face Encounters: it occurs between employees and customers in a direct contact. Both verbal and non-verbal behaviors are important determinants of service quality perception and other tangible cues should be managed.

2.4 Employee satisfaction

Job satisfaction is an area of inquiry concerned with both sorts of influence: the influence of the work organizations on people, and the influence of people on work organizations. As early as 1918, Thorndike explored the relationship between work and satisfaction (Berry, 1997). The Western Electric Hawthorne plant studies conducted by Roethlisberger and Dickson (1939) also concluded that the workplace's social organization and the individual's interaction with that organization determined worker adjustment. By the 1970s, Locke (1976) advanced what came to be a highly influential definition of job satisfaction. He defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1300).

Put simply, job satisfaction is how people feel about their jobs and different aspects of their jobs. There are important reasons why organizations should be concerned with job satisfaction. First, the humanitarian perspective is that people deserve to be treated fairly and with respect. Job satisfaction is to some extent a reflection of good treatment. It also can be considered an indicator of emotional wellbeing or psychological health (Haccoun and Jeanrie, 1995). Second, the utilitarian perspective is that job satisfaction can lead to behavior by employees that affects organizational functioning, as well as reflecting on organizational functioning. Differences among organizational units in job satisfaction can be diagnostic of potential trouble spots (Beatty, 1996).

2.5 Customer satisfaction

Customer satisfaction, as a construct, has been fundamental to marketing for over three decades. As early as 1960, Keith (1960) defined marketing as "satisfying the needs and desires of the consumer". Hunt (1982) reported that by the 1970s, interest in customer satisfaction had increase to such an extent that over 500 studies were published. This trend continued and by 1992, Peterson and Wilson

estimated the amount of academic and trade articles on customer satisfaction to be over 15,000.

Several studies have shown that it costs about five times to gain a new customer as it does to keep an existing customer (Naumann, 1995) and this results into more interest in customer relationships. Thus, several companies are adopting customer satisfaction as their operational goal with a carefully designed framework. Hill and Alexander (2000) wrote in their book that “companies now have big investment in database marketing, relationship management and customer planning to move closer to their customers”. Jones and Sasser (1995) wrote that “achieving customer satisfaction is the main goal for most service firms today”.

Increasing customer satisfaction has been shown to directly affect companies’ market share, which leads to improved profits, positive recommendation, lower marketing expenditures (Reichheld, 1996; Heskett et al., 1997), and greatly impact the corporate image and survival (Pizam and Ellis, 1999).

2.6 Linking employee satisfaction to customer satisfaction

Within the services literature, the argument that customer satisfaction is strongly influenced by the interaction between employee and customer is gaining increased recognition (Boshoff and Tait, 1996). It is argued that satisfied employees are more motivated and harder working than dissatisfied employees (Greene et al., 1994). Caruana (2002) supports this argument by suggesting that employees exhibiting Esprit de Corps will respond by working towards the organization’s success. Gremler et al. (1994) support this argument and suggest that satisfied internal customers will be more pride in their jobs. Moreover, according to Zairi (2000), internal customer satisfaction is the source of excellent quality because if the organization satisfies the needs of its internal customers, it is also enabling internal customers to perform their

tasks and the networks of organization units are more likely to work effectively together to achieve customer satisfaction.

In a service industry, while good technical and interpersonal skills are essential, the two alone cannot warrant customer satisfaction. Customer services are provided by the employee and the employee's mood must directly affect the services provided. Therefore, customer satisfaction is backed up by employee job satisfaction. Employee satisfaction is demonstrated in the process of delivering services and felt by customers. It is indeed an integral part of the labor force quality issue. Pearce (1992) points out that outputs from the service industries are intangible goods and quality or value of services gained by the consumers are largely determined by the instantaneous performance of the service employees. Employee job satisfaction directly impacts the mood and manner in which the service is performed and hence affecting the service quality experienced by the customer. Extensive studies suggest that job satisfaction plays a crucial role in sustaining the performance of service employees in the workplace, hence the service quality provided to customers (Lee et al., 2006; Karl and Peluchette, 2006; MacKenzie et al., 1998; Netemeyer et al., 1997; Rogers et al., 1994; Hoffman and Ingram, 1992).

If employees are part of a strong service culture and receive management support for providing customer service, employees experience more positive outcomes at work, less stress and increased job satisfaction (Schneider, 1980). Perhaps even more importantly, when employees perceive they are part of a strong service culture based on service quality strategic plans and management support, customers perceive higher level of service quality and customers are more likely to be retained (Schneider and Bowen, 1985). Recent research also indicates that when front-line employees feel they have been treated fairly, they are more likely to treat customers fairly (Bowen et al., 1999).

2.7 The Impact of Employee Satisfaction on Customer Satisfaction

The influence of employee satisfaction on customer satisfaction has received considerable attention in marketing literature and practice in recent years. It has been argued that

behavior of satisfied employees plays an important role in shaping customers' perceptions of business interactions (Spiro and Weitz, 1990). This phenomenon may occur as satisfied employees are more apt to be friendly, enthusiastic, attentive, and empathetic toward customers (Beatty et al., 1996; Rafaeli, 1993).

According to the concept of partner effects, a person is in some way, verbally or nonverbally, influenced by the characteristics and behaviors displayed by his or her counterpart (Dolen et al., 2002). Additionally, the contagion effect explains how satisfied employees influence others

around them to feel good (Hatfield et al., 1993). As such, Schneider and Bowen (1985) said that employee job satisfaction is positively related to customers' perceptions of service. This notion suggests that employees who have higher levels of job satisfaction also believe they are able to deliver excellent service (Schlesinger and Zornitsky, 1991). It is also expected that happy or satisfied employees are more inclined to share these positive emotions with customers (Brief and Motowidlo, 1986). This was also consistent with Brown and Lam (2008) who provided the empirical evidences showing the robust relationship between employee job satisfaction and customer satisfaction.

As ascertained by Hoffman and Ingram (1992), if a business wants to satisfy the needs of its customers, it must first satisfy the needs of its employees. Front-line workers' overall job satisfaction is positively correlated with their customer-oriented behavior. Rogers et al. (1994) points out that for service employees who frequently interact with customers, "it is very difficult to serve customers well

when employees are unhappy and disgruntled about some aspect of their job” (p. 20). Generally speaking, satisfied employees create satisfied customers (Karl and Peluchette, 2006). Employee satisfaction not only ensures customer service quality, but also

Contributes to employee retention and commitment, hence adding to the human assets quality of a firm and elevating its competitiveness in the market (Lee et al., 2006). Empirically, Karl and Peluchette (2006) found that satisfied employees believed that their organization provided customer service that was reliable, responsive, and empathetic, and that employees were knowledgeable and able to instill confidence in customers. Bai (2006) also found job satisfaction and internal service quality to have positive relationships with organizational commitment, which “is of paramount importance to hospitality companies that strive for competitive

advantage” (p. 40). With respect to the impact of job satisfaction on turnover intention, many studies (Choi, 2006; Kim, 1998; Lee and Lee, 2003; Mobley, 1982; Price, 1977) conclude that

Highly satisfied employees are less likely to seek new employment. Given the importance of job satisfaction for service quality and organizational commitment, it is essential for service firms to understand the drivers behind employee job satisfaction.

2.8 Factors that affect job satisfaction

Prior studies attempt to explain how organizational and job-related factors of level of expectation, Pay and Promotion , Job security, communications, Job passion, Working Condition, Relation with Co-workers , Relation with Supervisor and top management support (Leadership) lead to job satisfaction and organizational commitment of employees across different industries.

2.8.1 Communication

Research on organizational communication reveals that a positive relationship exists between organizational communications, and job satisfaction and commitment (Goris et al., 2000; Rodwell et al., 1998). These studies concluded that formal and informal organizational communication is important for improving employees' productivity and performance and thus lead to positive organizational outcomes. Opportunities to participate in decision-making and its influence on job satisfaction and commitment have also been substantially researched (Allen and Meyer, 1990; Cropanzano and Folger, 1996; Mathieu and Zajac, 1990). Generally, the researchers have found a positive relationship between opportunities to participate in Decision-making and job satisfaction and commitment.

2.8.2 Leadership

Organizational success in obtaining its goals and objectives depends on managers and their leadership style. By using appropriate leadership styles, managers can affect employee job satisfaction, commitment and productivity. Leadership style can be viewed as a series of managerial attitudes, behaviors, characteristics and skills based on individual and organizational values, leadership interests and reliability of employees in different situations (Mosadeghrad, 2003b). It is the ability of a leader to influence subordinates to performing at their highest capability. This factor captures the extent to which management respects workers, operates with honesty and integrity, promotes efficiency, and has open lines of communication with employees (Aronson et al., 2003).

The continued search for good leaders has resulted in the development of many leadership theories. Studies have been carried out to determine how leadership behaviors can be used to influence employees for improved organizational outcomes (Kreitner, 1995). In the past several decades, management experts have undergone a revolution in how they define leadership and their attitudes toward it. They have gone from a very classical autocratic approach to a very creative and participative approach. Ideas about management and leadership have changed considerably in recent years. People today are better-educated and more articulate. They can no longer be commanded in the same way as before. There needs to be much more involvement and participation at work (Stewart, 1994). There are several styles of leadership such as: autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, situational, transactional, and transformational leadership (Mosadeghrad 2003b, 2004). Not everyone agrees that a particular style of leadership will result in the most effective form of organizational behavior. Different styles were needed for different situations and each leader needed to know when to exhibit a particular approach. No one leadership style is ideal for every situation, since a leader may have knowledge and skills to act effectively in one situation but may not emerge as effectively in a different situation.

2.8.3 Level of Expectation

Discrepancy models suggest that satisfaction is a result of met, or sometimes unmet, expectations (Kinicki and Kreitner, 2007). Met expectations are the difference between what a worker expects from a job, and what he/she actually receives (such as pay, benefits, advancement opportunities, etc). Satisfaction is high when expectations are met or exceeded, and low when they are not. Employers using this model will frequently use attitude or opinion surveys to gauge the expectations of their workers and how they are or are not being met (2007).

Employees who perceive their needs as unmet grow in general dissatisfaction and become increasingly attracted to competing places of employment (Tziner, 2006), and often result in voluntary termination and organizational turnover (Mathieu and Zajac, 1990).

2.8.4 Pay and Benefits

Pay fairness is an important issue in bringing out one's employee motivation to bring his/her best in his/her work areas. Equity theory (Adams, 1965) draws on social comparison theory (Festinger, 1954), and research suggests that perceptions of fairness are often based on social comparisons (Austin et al., 1980). Employees often make equity judgments based on comparisons with others who may be co-workers, or based on other similarities, such as organizational status (Greenberg et al., 2007). The problem is that an individual's perceptions of inequities in pay can have a detrimental impact on an employee's motivation and performance (Cowherd and Levine, 1992; Ryan and Deci, 2000a; Merchant et al., 2003). For example, the perception that one was overpaid or underpaid lowers intrinsic motivation (Carr et al., 1996).

According to (Harvir, 2001) noted that a higher pay is a way of communicating the value of employees to the organization. It is evident that for many firms that want to attract and retain the best candidates, should first provide them with attractive salary than industry average. In such regard noted that it is plausible to compensate workers contingent on their performance that could be easily exercised in a service-providing context. More specifically, if an organization's key outcome measures are customer satisfaction and loyalty, it is expected that rewarding employees for providing excellent customer service would enhance these desired behaviours.

2.9 Consequences of Job Satisfaction

This has significant managerial implications. Thousands of studies have examined the relationship between job satisfaction and other organizational variables since it is impossible to examine them all we will consider and subset if the more important variable. According to Robbins (1998), they include

2.9.1 Absenteeism

Absenteeism is costly and managers are constantly on the lookout for ways to reduce it. One recommendation has been to increase job satisfaction. If this is valid recommendation, there should be a strong negative relationship (or negative correlation) between satisfaction and absenteeism. In other words, as satisfaction increases, absenteeism should decrease. A large part of the problem is employees calling in sick when they are anything but sick. The top three reasons behind calling in sick, according to one study, are doing personal errands, catching up on sleep, and relaxing (Gurchiek, 2005). One recommendation to relieve this expense has been to increase job satisfaction. Research in this area has shown only a weak negative relationship (as satisfaction goes up, absenteeism goes down) between job satisfaction and absenteeism (Hackett, 1989).

2.9.2 Turnover

Turnover, including both separation and replacement expenses, is very costly to Businesses. According to some estimates, the cost of turnover for an hourly employee is approximately 30 percent of the worker's annual salary, and the turnover costs for professional employees can range up to 150 percent the annual salary (Lermusiaux, 2005). Turnover sacrifices expertise and organizational stability, and can lead to decreases in morale and perceived job security.

Employers are generally advised to improve employee satisfaction in an effort to decrease turnover, inasmuch as job satisfaction and turnover are negatively related (Griffeth et al., 2000). Some research suggests that this can be done by improving working relationships with leadership, increasing incentives, and valuing employee needs (James, 2005).

2.9.3 Organizational Citizenship Behaviour

It consists of employee behaviors that, men are beyond the call of duty. Examples includes “ such gestures as constructive statements about the department, expression of personal interest in the work of others, suggestions for improvement, training new people, respect for the sprit as well as the letter of housekeeping rules, care for organizational property ,and punctuality and attendance well beyond standard or enforceable levels”. Managers certainly would like employees to exhibit these behaviours because organizational citizenship behaviours are moderately related to job satisfaction, managers can increase the frequency if such behaviours by increasing employee job satisfaction.

2.9.4 Organizational Commitment

It reflects the extent to which an individual identifies with and organization and is committed to its goals. Both job satisfaction and performance are significantly correlated with organizational commitment. Managers are advised to increase job satisfaction In order to elicit higher level of commitment in turn higher commitment can facilitate higher productivity.

2.9.5 Broader Implication

In a general sense, job satisfaction has important implications because it affects an individual's quality of work life. The term quality of work life refers to the overall quality an individual's experiences at work. Job dissatisfaction is associated with increased heart disease, increase stress, and poor mental health. It is hoped enlightened managers will develop an interest in reducing these negative work related outcomes by improving job satisfaction.

Chapter Three

Research Methodology

3.1 Research Design/Approach

The study employs a quantitative, descriptive survey study design to answer the research questions as it is found to be appropriate. The study is interested to assess the likely association of Employees' satisfaction and Customer satisfaction that demands a large amount of numeric data from a large number of instances without further prediction of cause and effect relationship which could be further studied. Furthermore, the study is cross-sectional, where respondents are contacted once to collect empirical evidences.

Generally research methods can either be quantitative, qualitative or a combination of both.

Quantitative: research is defined as “objective measurement and statistical analysis of numeric data to understand and explain phenomena” (Ary, et al., 2002). In this research method, data is quantified and statistical methods are used in the data analysis that aims to give a result that are representative to the whole population. The primary goal of this research design is to seek evidence about a characteristic or a relationship and to use statistical inference to generalize obtained results from a sample to a population Patrick (2008).

3.2 Sampling Design

3.2.1 Population Design

The study encompassed two kinds of population; passengers (customers) and front line desk employees of the airline which include all the employees working at the airport and Ticket offices located in the city. The employees who are currently assigned at the airport get usually reshuffled from department to department. The main reason for selecting this customers group is because these groups account a sizeable portion of the total customers the airline has. Hence, front-line staffs and customers of the company were the two major assets the study relies on to gather data.

The research was conducted in all departments of the airline at the airport and three ticket offices chosen among the nine (9) ticket offices available in the city. The three ticket offices were chosen randomly based on tendency of work load (three busy ticket offices will be chosen).At the airport, the existing departments include;

- Check-in Counter
- Interline Office
- Boarding gate
- Baggage service Office
- Load control Office
- Ramp service Office

3.2.2 Sampling Technique

A sample design is a clear plan for obtaining a sample from a given population. As Kothari (2004) noted it refers to the technique or the procedure the researcher would adopt in selecting items for the sample. Population characteristics can be

studied by conducting a sample or a census, however, it is evident that a complete enumeration of the items of interest is unfeasible where all items are covered, no element of chance will be left and highest accuracy is obtained. In practice however, this may not be true since it involves a great deal of resources (ibid) perhaps, government is the only institution which can get the complete enumeration carried out. Even the government adopts this in very rare cases such as population census conducted once in a decade. Since the airport operates 24hours throughout the week, the researcher took the working hours into consideration in taking a sample. The researcher distributed the questionnaires during evening (8pm- 1:3.pm) and early morning (5am- 10am) as the airline flight schedule is very tight and enough number of passengers were available. Concerning the passengers, Addis Ababa international airport, as an international travel Hub, has about 130 daily scheduled flights to/from/via per Ethiopian airline sources. The samples for passengers were collected from this airport.

In order to collect the primary data, systematic random sampling design was employed. Simple random sampling allows everyone in a population the equal chance to be selected. This is often accomplished through the assignment of identification numbers to each member of a population and the use of a table of random numbers to select the subjects.

3.3 Sample Size

It would be ideal to take large sample to have a strong and sound conclusion. In the airline industry, the number of passengers in the hub of the operating airline is very high and its necessary to limit the sample size based on available time and resource and also as the passenger have limited time to fill the questionnaires. As Roscoe (1979) noted it more than 30 and less than 500 are appropriate for a sample size. Therefore, 300 sample size is large enough for the population .

In regards to front line employees, the airlines source shows that there are 800 employees in the airport division and at the city ticket offices excluding management staffs. Patrick Dattalo (2008) suggests that for a population less than 800, sample size range from 100-200 is reasonable. Therefore a total of 130 questionnaires were distributed for employees. 291 passenger questionnaires and 110 employee questionnaires were returned and 06 and 10 were incomplete respectively. Thus a total of 285 passenger questionnaires and 100 employee questionnaires completed samples are considered in the research.

3.4 Instrumentation

The study uses a structured questionnaire to obtain information through direct solicitation of responses from front-line employees and customers. The rationale for using questionnaire as the methods of data collection is because it has some plus over other forms of data gathering schemes and it is common instrument in prior researches. While Valsa (2005) confirmed the use of questionnaires at the start of a project can often be very useful because it helps you to collect a range of information with relative ease. Besides, this theoretical supports it is common to see a standardized questionnaire in many empirical studies of Internal Marketing and perceived service quality. Secondary information is secured from books, journals, published/unpublished materials, from the corporation website and newsletters of the organization. Finally, a careful inspection is done to distill important inputs for the study.

3.4.1 Primary data source

As mentioned above the research primarily use questionnaire to seek the responses from important stakes. Closed-ended self-administered questionnaire was prepared based on the literatures reviewed and administered to employees and customers.

Survey questionnaire

The survey questionnaire involves both previously tested questions and items developed through a review of literature which consists of two sections. The first section incorporates closed-ended questions to gather demographic profile of employee and section B encompasses Employee satisfaction constructs which are developed through a review of literature that measures employee satisfaction. It has 35-items that assess the five dimensions of employee satisfaction. These dimensions are created as they often mentioned in different phenomenological and empirical literatures .

In regards to customers, similar to employees there are preliminary questions that is related to customers demography and to obtain their view about the service performance 18-items SERVPERF questions are adopted.

All these items were used a 7-point Likert-scale, anchored on 1= “strongly agree”, through 7= “strongly disagree”. Higher scores on this scale indicate higher levels of both variables. These questions are properly constructed with the aim of making the result valid and reliable that could assess the true attitude of the respondents.

Some of the advantages of using questionnaires;

□ It tends to be more efficient as compared to other types of methods in face of time and cost constraint involved.

- It is often easier and quicker for the researcher to record responses.
- For respondents can only answer in a predefined way that makes it easy for buy staffs.
- It enables to collect background and baseline information quite easily.
- They are more suitable for collecting initial information on attitudes and perceptions.

The respondent indicates his agreement or disagreement with each statement in the instrument. Some of the advantages of this method are the follow;

- Likert-type scale is considered more reliable because under it respondents answer each statement included in the instrument. As such it also provides more information and data. Each statement, included in the Likert-type scale, is given an empirical test for discriminating ability.
- Likert-type scale can easily be used in respondent-centered and stimulus-centered studies.
- Likert-type scale takes much less time to construct; it is frequently used by the students of opinion research.

3.5 Variables

Kothari (2004:33) “a concept which can take on different quantitative values is called a variable.” It is essential to define key concepts and terms in the specific context of the research so as to ensure that all parties are talking the same thing. Thus both variables of the study are operationalized below. The main construct

the study is interested to measure is employee satisfaction which is the independent variable and customer satisfaction which is considered as dependent variable that could be heighten or worsen depending on employee satisfaction.

Employee Satisfaction

Top management support; top-level managers" action in spending time to listen, provide support and to deal with employees" related issues.

Communication: Companies interact with employee by various supportive implements, let them realize service oriented strategy and take new mission and notion.

Rewards: organizations praise or award that includes financial compensation and other non-financial prize which includes advancement, recognition and any other non-financial benefits.

Teamwork: is "work done by several associates with each doing a part but all subordinating personal prominence to the efficiency of the whole"

Customer satisfaction

Tangibility: is defined as the appearance of physical facilities, equipment, personnel and communication materials associated to the service.

Reliability: the company's ability to deliver on its pledge about delivery, service provision, problem resolution, and cost as well.

Responsiveness: refers to employees' willingness to help customers and the promptness in dealing with customers request questions, complaints and problems.

Assurance: is associated with employees' knowledge and courtesy to instill trust and confidence in customers mind and to make them feel safe in any transaction with the company.

Empathy: is related to treating customers as individual and employees caring and individualized attention.

3.6 Validity and Reliability

3.6.1 Validity

Kothari (2004) says validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure.

As Geoffrey (2005) stated Content validity which refers to the relevance of the instrument or measurement strategy to the construct being measured. In this regard the study use a well-known standardized measurement (SERVPERF) for customer satisfaction (perceived service quality) and a diverse dimension of Internal Marketing (employee satisfaction) concepts which also embraces a numbers of indicating items.

3.6.2 Reliability

It is another important test of sound measurement. A measuring instrument is reliable if it provides consistent results Kothari (2004). The two variants of reliability will be assured through standardizing the condition under which the instrument administered (stability aspect) and employing the same design of measurement for the whole sample (equivalence aspect). For this purpose Cronbach's Alpha-values was applied to determine the reliability of the construct as a measurement instrument. Besides this test for reliability the researcher take some precaution in advance by conniving research design and data collection

procedures in a way that could bear itself for further investigation where later investigator could come up with the same result through following the same procedures.

3.6.3 Practicality

Kothari (2004) noted from the operational point of view, the measuring instrument ought to be practical i.e., it should be economical, convenient and interpretable. With regards to the practicability of the instruments the researcher found that both instruments were efficient in attaining its goal as data collection procedures done without any trouble and doubt which proofs the instrument practicality as it is durable in light of cost-effectiveness and convenient for respondents. (ibid) As there is seldom a perfect measure of a concept, the researcher should consider several alternatives for the purpose. Hence the multidimensional nature of the concept and its" element makes the instrument robust for any possible validity problems.

3.4 Data Analysis Procedures

The study used quantitative data for measuring both constructs whereby a large amount of data was collected. The data for the entire study was inputted into the Statistical Package for Social Sciences (SPSS) 16.0 version for Windows to interpret the result. As a result, descriptive analysis was conducted consequently the distribution of values and estimation of the population is possible and a reliability analysis on the instruments was conducted to ensure that the items properly represent each dimension.

Univariate analysis: (frequency distribution, measures of central tendency and dispersion) were employed to study the demographic variables and to see the

average scores of both constructs which consider the analysis of the qualities of one variable at a time.

Generally the study employed descriptive statistics which includes means, standard deviation. In addition to assessing the associations of variables the study raises some important questions regarding the main construct whereby the result could be generalized to the greater population. As a result the study draws representative samples from which data is collected in an attempt to draw inferences about the populations from which the samples were drawn.

Chapter Four

Data Analysis and Presentation

This chapter examines the data collected for the study. It is divided into several sections: (1) further reliability tests to examine the scales used in the study, (2) examination of respondents, and (3) demographic information.

4.1 Sample and Response Rate

The research took place from January 10 to 20- 2014 where the researcher personally administered 430 questionnaires to both front-line employees and customers of the airline. All employees were randomly chosen and simple random sampling was used to target customers. The researcher gathered 385 questionnaires.

4.2 Reliability and Validity

4.2.1 Measurement of Reliability for Customer satisfaction

To validate the results empirically, appropriate reliability and validity tests of the measurement were taken. Reliability refers to the instrument's ability to prove consistent results in repeated uses, whereas validity refers to the degree to which the instrument measures the concept the researcher wants to do. This provides confidence that the empirical findings accurately reflect the proposed constructs (Flynn et al., 1994). The value of Cronbach's Alpha for 35 items of IM construct was .966 which is above .7. Taking in to account the small number of items used to measure IM the value of alpha is acceptable, as the number of item and coefficient of alpha are directly proportional.

Cronbach's Alpha	N of Items
.816	18

Source: Own survey 2014, Table 4.1: Reliabilities test for the satisfaction level of customers

Cronbach's Alpha	N of Items
.966	35

Source: Own survey 2014, Table 4.2 Reliabilities test for the satisfaction level of employees

4.2.2 Measurement of Reliability for SERVPERF

The psychometric properties of SERVPERF scales and internal marketing constructs were tested and found to be acceptable i.e. coefficient α for each scale were found reliable where Cronbach's alpha of constructs were greater than 0.7, revealing satisfactory reliability as all items are developed based on theories and literature.

Construct	alpha	No. Items
tangibility	.799	3
reliability	.825	4
Responsiveness	.867	5
Assurance	.819	3
Empathy	.770	3

Source: own survey 2014; Table 4.3 Measurement of Reliability for SERVPERF.

The tangibility dimension: is defined as the appearance of physical facilities, equipment, personnel and communication materials associated to the service. There are four questions covering this perspective. It includes all physical representations and images of the service which is used to evaluate quality particularly for those new customers. The value of Cronbach α is 0.799; therefore, the reliability is good.

In many literatures reliability dimension of service quality has been mentioned frequently as the most important determinate of perception of service quality. It concerns with the company's ability to deliver on its pledge about delivery, service provision, problem resolution, and cost as well. There are four questions covering this perspective. The value of Cronbach α is 0.825; the reliability is acceptable.

Responsiveness: is related to employees' willingness to help customers and the promptness in dealing with customers request questions, complaints and problems. To excel this dimension company must view the process of service delivery from customers view point so as to set a standard from customers' perspectives. Besides, the organization should authorize and empower employees with proper rights to make decisions. This lets the employee implement elastic feedback according to customers' requirements. There are five questions covering this perspective. The value of Cronbach α is .867; the reliability is acceptable.

Assurance: is associated with employees' knowledge and courtesy to instill trust and confidence in customers mind and to make them feel safe in any transaction with the company. There are four questions covering this perspective. The value of Cronbach α is .819; the reliability is acceptable.

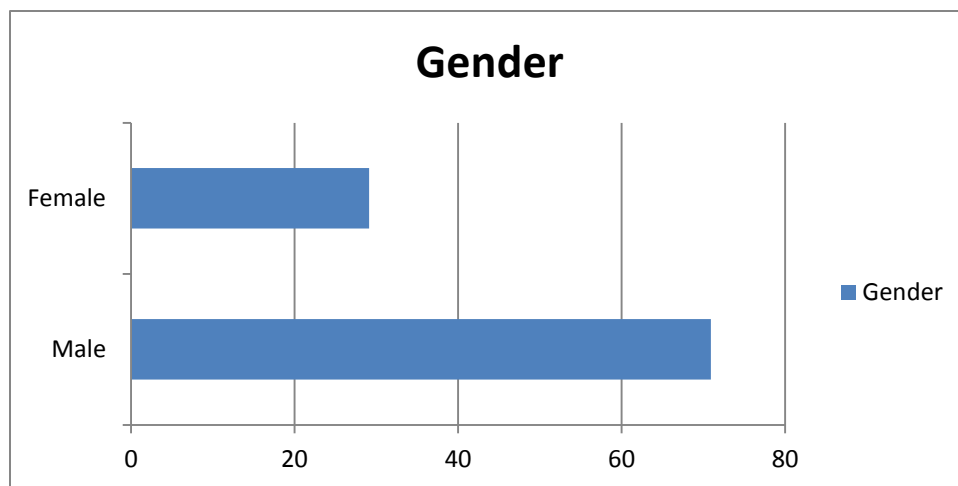
Empathy: is related to treating customers as individual and employees caring and individualized attention. It could be conveyed through personalized and customized service. There are five questions covering this perspective. The value of Cronbach α is .770; therefore, the reliability is acceptable. Further, none of the reliability alphas is below the cutoff point of 0.60, which is generally considered to

be the criterion for demonstrating internal consistency of new scales (Nunnally and Bernstein, 1994). In this respect we observe the appropriateness of items in measuring the respective construct as the value alphas for the items are above the cut-off .7.

4.3 Descriptive Analysis

4.3.1 Characteristics of Customers

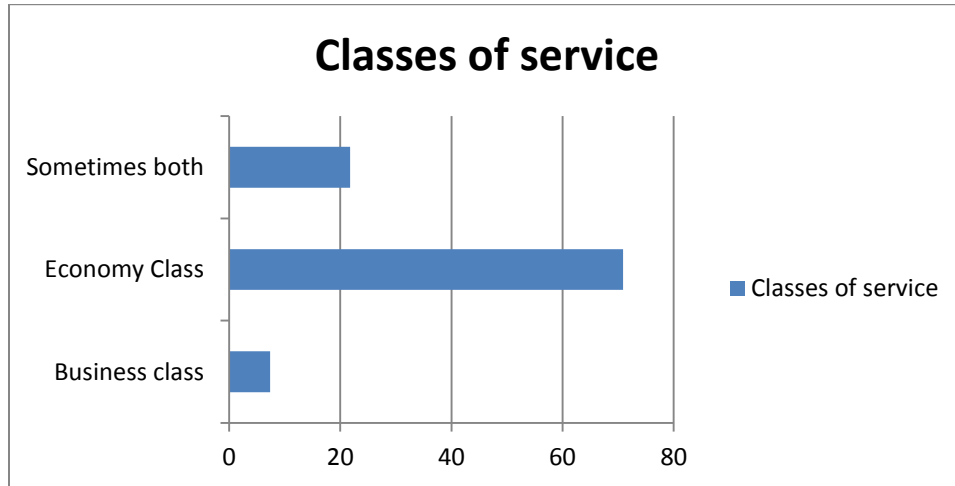
Demographic statistics are provided within figures 4.3.1 which describe gender, class of service, travel experience, occupation and their reason for travel. Male Respondents were large in number than female customers (male 70.9 percent, female 29.1 percent). The Bar chart in figure 4.1 shows this proportion that more than half of the respondents were male. About 285 questionnaires filled only 85 were female. Please refer appendix for detailed breakdown of the demographic profile of the customers.



Source: Own survey, 2014; Figure 4.1 Number of customers by gender

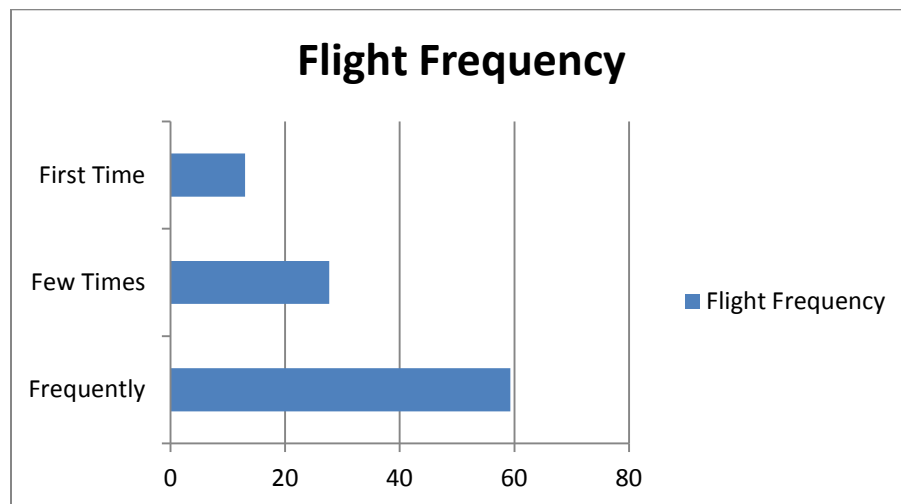
The bar chart in figure 4.2 illustrates respondents' classes of services. There are two major class of service in Ethiopian airlines even though there are different sub classes included in each major class. The majority of customers travel economy class which is much cheaper (70.9 %) followed by customers who sometimes both

business and economy (21.8%) and 7.4% of the customers who filled this questionnaire travel business class.



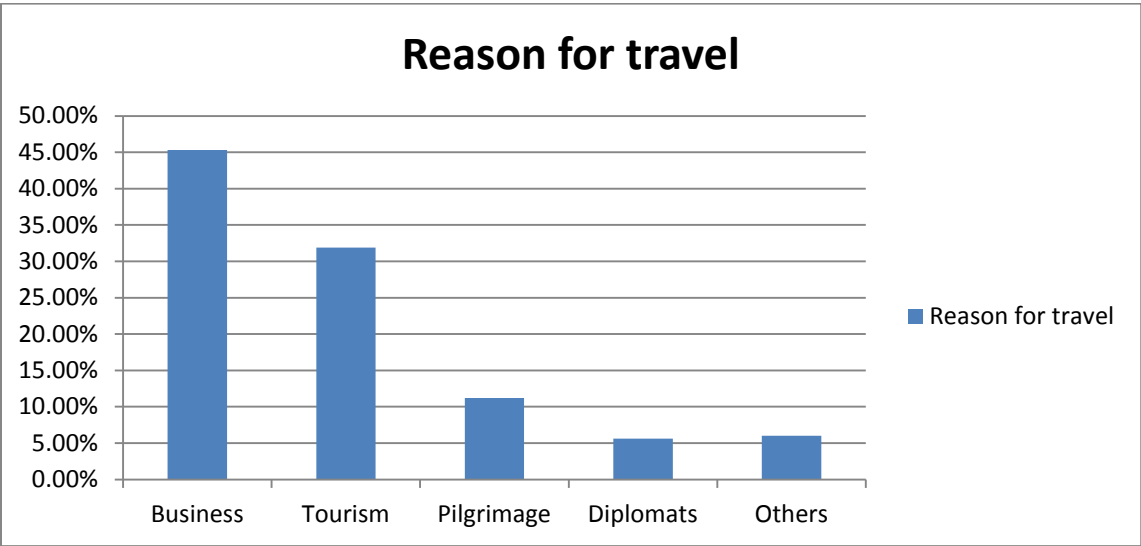
Source: Own survey, 2014: Figure 4.2; number of customers by the classes of service

The bar chart in figure 4.3 shows the customers’ frequency of travel in three categories. When we see the frequency of customers travelling with Ethiopian airlines, the most number of customers are frequent travelers (59.3%), the second highest customer groups are those customer who travelled few times (27.7%) and 13% is accounted for first time travelers with the airline.



Source: Own survey, 2014 .Figure 4.3: number of customers based on flight frequency

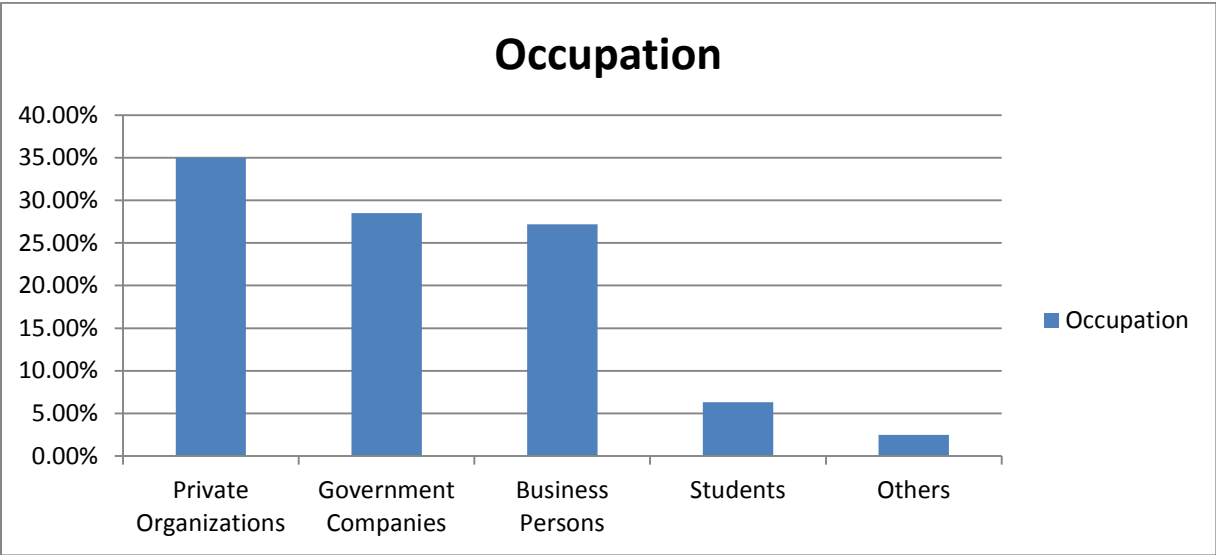
The bar chart in figure 4.4 shows the customers' reason for travel in five categories. Majority of the Customers of the airline as per this data travel for business (45.3%), the second highest customers are tourists (31.9%), 11.2% is accounted for pilgrimage (for different kind of religious activities) while 5.6% accounts for diplomatic related issue travelers and finally other reasons which were not included in one of the above choices are included in 6% for 'other' category.



Source : Own survey ,2014 . Figure 4.4 number of customers based on flight frequency

The bar chart in figure 4.3.5 shows the customers' occupation in five categories. When we see the frequency of customers travelling with Ethiopian airlines, most of them are employees of private organizations (35%), the second highest customers' profession falls under 28.5% are those who work in government companies followed by business persons(27.2%).

Customers who are also students accounts for 6.3% and finally other professions which are not included under any of the above categories fall under 'Others' accounts for 2.5 % .

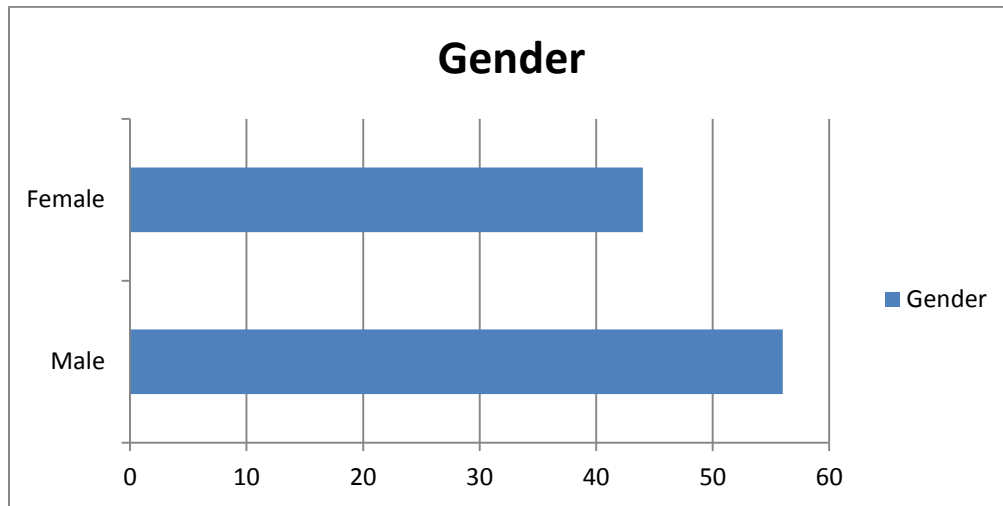


Source: Own survey, 2014: Figure 4.5 number of customers based on profession

4.3.2 Characteristics of Employees

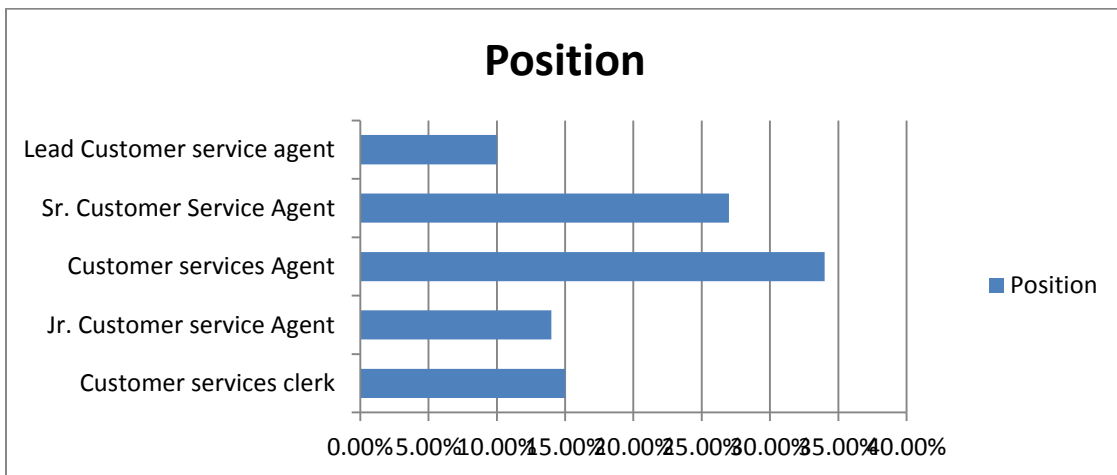
Similar to customer’s statistic which is presented above the demographic characteristics of employees in terms of their gender, work experience, position and their reason for travel are be presented as follows whereby one can see the overall composition of the airline personnel.

Respondents were roughly proportionate between male and female employees even though the numbers of male respondents are a bit higher (male 56 percent, female 44 percent). The bar chart in figure 4.6 shows this proportion that more than half of the respondents were male.



Source: Own survey, 2014: Figure 4.6 Bar chart; number of employees by gender

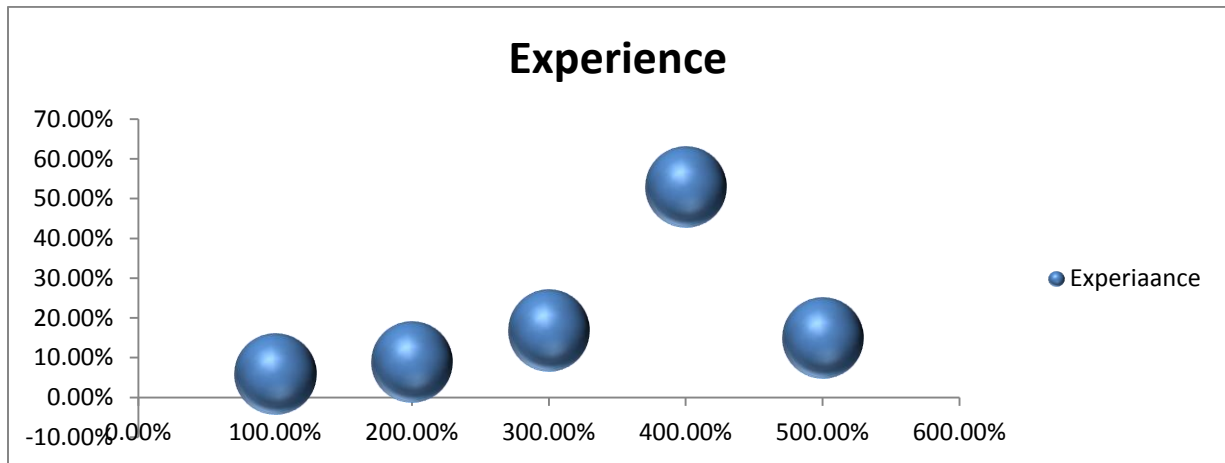
The largest group of the employees are Customer service Agents (34 %), the next group fall under the position of Senior Customer service Agent (27 %), employees who have a title of customer service Clerk (15%) are the third abundant employees followed by Junior customer service agents which accounts 14%. Those who have a title of Lead customer service agents (10%) constitute a small number of employees.



Source: Own survey, 2014: Figure 4.7; number of employees by their position

When we see employees year of tenancy as a front-line officer only 6 employees reported that they stayed with the company for not more than six months, 9 employees stay with that position for 6 month- a year, 17 employees were in the

position for 1-3 years, about 53 employees were in this position for 3-5 years and only 15 employee have more than 5 years of experience in that position.



Source: Own survey, 2014; Figure 4.8 number of employees by years of occupation

Understand the needs of their customers: 81.1% of the response shows that the frontline employees understand their customers’ needs.

Treat customers with care: 88.1% of the response indicates that most passengers feel that they treated with care. The customers think the front line employees treat them with care.

Having customers’ best interest at heart: As per the table, employees have the customers’ best interest in heart.

Knowledgeable Employees: The frontline employees have sufficient knowledge to handle the customers, to clear any doubts and answer any questions forwarded from passengers. 173 customers out of the total agree with the capability of the employees.

Making customers safe: 87.7 % responds shows that the employees agree that the frontline employees have a way of making the customers safe in their transaction with the idea that the front line desk employees have the ability to make customers safe in their transaction with the organization .They represent the company well.

Confidence and trust: Most of the respondents (86%) suggest that they are confident with the front line employees' way of doing their job and trust them.

Courteous and polite: three fourth of the respondents (85.8%) are amazed with consistent courteousness and politeness of the frontline employees.

Readiness to respond: Most customers had a good perception at the employees ability and readiness to respond to their request. 78% of the response shows their agreement.

Attentive and Active: 73.7% of the response indicates that employees are very attentive and prompt to the customers need.

Keeping customers informed: The front line employees usually keep the customers informed on a regular basis proved with 81.1% response.

As per the customers response (75.7%) tells that the frontline employee are determined to provide error free records.

Willingness to help customers: Most respondent ,according to 76.2% response , observed the employees willingness to help them in their need.

Providing the service right at the promised time: the employees believe in providing a service right at the promised time with a minimal of irregularities which was proved from the response obtained (79%).

Providing service as promised: according to the responses(73.8%), the customers believe that the employees keep their promises in delivering the perceived service.

Prompt service to the customer: 74.7 % of the responses shows that the front line desk employees give prompt service to the customer. 68.3 % of the responses agree with the idea that the front line desk employees give customers individualized and personalized attention .Finally the employees are very groomed and the customers also agreed, 83.5% of responses, that the frontline employees are neat and professionally groomed employees

Summary of Passenger's' Responses

	Strongly Disagree	Disagree	Somehow Disagree	Neither	Somehow Agree	Agree	Strongly Agree
Understand the needs of their customers	3.5%	4.2%	6.3%	4.9%	23.9%	35.1%	22.1%
Treat customers with care	.7%	2.8%	5.6%	2.8%	22.8%	49.5%	15.8%
Having customers' best interest at heart	2.1%	2.5%	14.7%	8.4%	23.2%	31.9%	17.2%
Knowledgeable Employees to answer customers question and doubt	5.3%	2.5%	4.2%	9.1%	18.2%	38.2%	22.5%
Making customers safe in their transaction with the organization.	1.4%	1.8%	3.2%	6.0%	21.4%	35.1%	31.2%
Have confidence and trust in customers mind	1.4%	2.5%	5.6%	4.6%	23.2%	44.2%	18.6%
Consistently courteous and polite	4.2%	2.1%	2.1%	6.0%	14.0%	50.9%	20.7%
Readiness to respond to customers' request	1.8%	1.8%	13.0%	5.6%	14.4%	43.2%	20.4%
Employees are attentive and prompt to the customers need	3.2%	3.9%	7.0%	6.3%	15.1%	36.5%	28.1%
Keeping customers informed	3.9%	3.9%	5.6%	5.6%	20.7%	41.1%	19.3%
Determination to insist on error free records	3.2%	3.5%	8.4%	8.8%	16.5%	36.1%	23.5%
Willingness to help customers	2.8%	3.2%	10.2%	7.7%	13.0%	37.9%	25.3%
Providing the service right at the promised time	2.8%	4.6%	8.4%	5.3%	23.2%	33.7%	22.1%
Providing service as promised.	3.5%	4.2%	9.5%	8.4%	24.6%	34.0%	15.8%
Prompt service to the customer	2.1%	2.8%	13.3%	7.0%	18.6%	38.2%	17.9%
Performing the service right the first time	3.2%	4.9%	6.7%	8.1%	20.7%	33.3%	23.2%
Giving customers individualized and personalized attention.	3.5%	3.9%	13.3%	10.9%	16.8%	37.5%	14.0%
Neat and professionally groomed employees	2.8%	2.8%	7.0%	3.9%	15.1%	31.6%	36.8%

Source: Own survey, 2014 Table 4.4 summary of Passenger's' Responses

The study describes the different questions raised to front line desk employees both at the airport and ticket offices under the mentioned five determinants and their response is presented below.

Support and authority to make decisions: Most of the employees don't agree that they have enough support and authority to make the decision they need to make concerning their work. 51 % of the response shows that they are not empowered to make decisions regarding their job while 28% shows they have the support and authority to do so. According to the response (57%) don't agree that managers accept employees' feedback to make improvements. They don't think the management give them ears for their opinions .

Sense of accomplishment: More than half of the respondents (53%) don't have a self of accomplishment in respect of their job while more than few still think they do (41%).Yet Most of them (81%) know the work they do make a significant difference on the customers' perception of quality and the company's existence and overall goals and strategy.

More than half of the employees are happy and feel that they are valued as team member but have a doubt they don't get encouraged to come up with a new and better ways of doing things (59%).

There is an idea difference which lied on equal amount of response on the idea that senior management gives team members a clear picture of where the company is headed. Half of the respondents agree the company gives the employees a clear picture where it's heading while half of the other respondents don't agree.

Majority of the employee strongly disagree that the upper management is willing to invest in the development of new staff .Yet there are few employees who agree that the management is doing its' best to invest on the development of new staffs . The employees believe that the company should be patient in their attempt to

improve any mistakes. Yet 76% of the response shows that upper management is not willing to accept mistakes made in process of trying new things. They also (81% response) don't feel that the upper management understands the problems they are facing on their job

Once again 48.5% of the response indicates upper management doesn't treat the employees with respect .The number of response that doesn't agree with the idea that the management treats them with respect accounts for the largest amount while there are very few respondents who agreed.

38.8% of the response shows that the employees somehow agree on the reality that they get enough information about the company's plan and progress .Generally the number of employees who agree on the matter is much greater than those who disagree.

The employees don't feel they have enough opportunities to express their ideas to upper management (55%) yet almost 37% of the response shows more than few believe they have the opportunity to express their ideas to the management. Regarding communication within departments, the employees have good communication in their department and yet level of communication with other departments is very week (54%).

There is slightly week communication in a way the company keeps its employees informed (54%).

43.7% of the response strongly disagree that the company creates an exciting work environment.The response gathered from the employees who agree with the idea is very insignificant compared to the respondents who agreed . Half of the respondents don't believe they have opportunities to interact with other employees on a formal level but they are aware of their opportunities to interact on an informal level (44%) while 16% of the response shows the employees are neutral to respond to this question.

Freedom to do what is right for the customer: 56% response shows that employees don't have enough freedom in their position to do what is right for the customer while 37% shows they do.

Salary: Majority of the employees (78%) feel that the amount of pay they receive is not fair and competitive and they are not satisfied with the total benefit program (76%) of the company. They also believe the benefit program is not better than other companies (72%).

Teamwork: Teamwork is encouraged in the employees' work group as per the response (75%) of employees and they hold accountable for the decision they make (70%). Yet they believe that there is no good alignment between their department and others whom they usually coordinate with while more than half of them knows what other departments are doing .

Generally, equal numbers of employees are satisfied with the spirit of teamwork within the company while others are dissatisfied.

Summary of Employees' Responses

	Strongly Disagree	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Strongly Agree
Support In Job							
I have the support and authority to make the decisions I need to make.	26.0%	16.0%	9.0%	21.0%	23.0%	5.0	-
My work group uses employee feedback to make improvements.	28.0%	19.0%	10.0%	3.0%	18.0%	15.0%	7.0%
I have enough involvement in decisions that affect my work.	36.0%	20.0%	8%	4%	15%	12%	5%
This is the type of job in which I can feel a sense of accomplishment.	28%	15%	10%	6%	23%	14%	4%
The work I do makes a difference here.	5%	7%	5%	2%	8%	38%	35%
I understand how my work contributes to the company's overall goals and strategy.	3%	2%	3%	2%	9%	33%	48%
I feel valued as a team member.	29%	7%	8%	6%	9%	16%	25%
I receive encouragement to come up with new and better ways of doing things.	24%	29%	6%	7%	15%	10%	9%
Senior Management(Leadership)							
Senior Management gives team members a clear picture of the direction the [Company] is headed.	10%	19%	12%	12%	19%	14%	14%
I am satisfied with the strategic direction of the company.	22%	12%	8%	9%	15%	24%	10%
Upper management seems willing to invest in the development of new team members.	35%	19%	5%	6%	12%	18%	5%
Upper management seems willing to accept mistakes made in the process of trying new things.	49%	12%	15%	5%	9%	8%	2%
Upper management understands the problems we face on our jobs.	52%	24%	5%	4%	7%	6%	2%
Upper management treats me with respect.	50%	16%	13%	2%	7%	7%	5%
Communication							
I am kept well informed about company plans and progress.	6%	8%	7%	7%	40%	22%	10%
There are opportunities available to me to express my ideas to upper management.	22%	20%	13%	8%	16%	15%	6%
There is good communication in my group.	7%	5%	9%	7%	25%	28%	19%
There is good communication between people in different areas of the company.	13%	29%	11%	7%	12%	22%	6%

I am kept well informed by upper management on what's going on in the company.	29%	15%	10%	6%	13%	22%	5%
Employee Pay and Benefits							
The company tries to create an exciting work environment.	45%	21%	8%	4%	11%	9%	2%
I receive enough opportunity to interact with other employees on a <u>formal</u> level.	22%	22%	9%	11%	20%	13%	3%
I receive enough opportunity to interact with other employees on an <u>informal</u> level.	16%	17%	7%	16%	17%	20%	7%
I receive a sense of completion with my job	9%	19%	7%	12%	34%	19%	
I have enough freedom in my position to do what is right for the customer.	26%	17%	13%	7%	13%	16%	8%
The amount of pay I get is fair and competitive.	60%	15%	3%	6%	8%	8%	-
I am satisfied with the total benefits program.	50%	23%	3%	4%	11%	-	9%
The total benefits program is better than at most other companies.	45%	22%	5%	9%	12%	7%	
Team Work							
In my work group, teamwork is encouraged.	5%	7%	7%	6%	34%	19%	22%
Team members are held accountable for the decisions they make.	8%	7%	6%	9%	16%	23%	31%
Work assignments are distributed fairly.	19%	15%	12%	10%	15%	19%	10%
Sufficient effort is made to get the opinions and thinking of people who work here.	34%	14%	10%	8%	20%	10%	4%
There is good alignment between my work group and others with whom I need to coordinate.	5%	28%	15%	9%	15%	26%	2%
My work group knows enough about what other work groups are doing.	15%	14%	9%	9%	19%	30%	4%
I am satisfied with the spirit of teamwork within the Company	30%	11%	10%	9%	14%	21%	5%

Source: Own survey, 2014: Table 4.5 Summary of Employees' response

	Mean	Std.Deviation
Communication	3.45	.80
Pay and benefit	3.76	.99
Leadership	3.59	.97
Support	3.53	.96
Team work	3.69	1.35

Source: Own survey, 2014. Table 4.6: Descriptive Statistics: Mean and standard deviation of statistic of Employees' perception

When we see the table above indicates the majority of employees are less satisfied with their organization activity in helping and enabling them to provide a better service and it shows that there is some kind of problem in the implementation of internal marketing .Among the variables employees rate higher for pay and benefit which shows that the company reward system is weak. However, the company is not doing well in other aspects either where one can infer about weak communication system and low support of managers, less understanding of what the employees going through and others.

Chapter Five

Major Findings and Recommendation

Introduction

In this chapter the study puts forward the major findings, recommendations and academic and practice implications of the study based on the data. The purpose of the study was to explain the importance of front line employees satisfaction in the company, assess feelings and opinions of front line employees concerning their Job, identify the factors which influence the front line employee level of satisfaction, suggest improvement for the satisfaction level of front line employees, to state the long run negative effect on customer satisfaction and to conclude with the preview on the overall company's existence.

5.1 Major Findings/Conclusions

It is obvious that the relationship of employee satisfaction and customer satisfaction has a positive relationship. If internal customers are not satisfied with the work they are doing in the long run it would affect their work which will be shown on the customers' perception of quality .As the analysis found from customers, the employees are giving the desired service on behalf of the company yet this doesn't provide any evidence that the employees were happy. As the analysis indicates the employees are providing the necessary service despite their dissatisfaction at work.

The front line employees understand that their job has a huge impact on the company's revenue performance .As per the analysis ,they are aware that they are the company on the eyes of the customers .The result shows they are also dissatisfied with their relationship with the middle and upper management , their relationship with immediate supervision ,the amount of pay they receive and their

expectation .If the trend continues like this ,in the long run , it will lay a negative impact on the perceived service which will directly affect customers' satisfaction and company's overall existence .

It is clear, therefore, that internal marketing is concerned with more than treating employee as a customer; it signifies that the organization should constantly attempt to develop programs and strategies for enhancing employee satisfaction in much the same way as external marketing plans which are continuously updated and improved to meet external customer demands Moreover, according to Zairi (2000), employee satisfaction is the source of excellent quality because if the organization satisfies the needs of its employees, it also enabling them to perform their tasks and the networks of organization units are more likely to work effectively together to achieve customer satisfaction.

Thus any kind of research that raise a related issue has a plus point for the case company or any other firms since all businesses race in the same field.

The current research describes the impact of front-line employees in delivering quality service that increase customers' perception of service quality in the case of Ethiopian Airlines. Employees' support in job and top level management were found to be the major variable that result lower employees perception of internal service quality and causes for their dissatisfaction .

Reward becomes the first important factor that accounts for low satisfaction quality. Top level management support also found important in affecting employees satisfaction level where managers could influence attitudes and expectations that encourage or discourage performance, secure or alienate employee commitment, reward or penalize achievement. However, management ways of behavior towards their subordinates are largely influenced by management philosophy towards work and people. Team work is considered as

the final key factor. As identified in literatures extensive internal communication could be used to share market intelligence as well as to communicate and disseminate the output across relevant departments and individuals within the organization.

5.2 Recommendations

Prior studies show that proper implementation of internal program will ensures employees motivation at the forefront. However, this task of managements should not solely be the responsibility of human resource department but must be adopted by all managers throughout the organization which creates the opportunity to improve quality throughout the organization (Prasad & Steffes, 2002). The current study also presents some important remarks that could be used by the management of Ethiopian airline to build a good working atmosphere internally that could help employees to deliver the needed service as per the standard and create a good customers' attitude.

In this regard the airline must first

- ❖ Solve internal customers' problem by enhancing employees' commitment.
- ❖ Then adjusting the reward system in order to make better the quality of service encounter rather than using previously implemented practices of rewarding employees that solely based on the quantity of how many customers they handled.
- ❖ Continuous information exchanges across the organizational departments are also mentioned by employees as the main reason for their discontent. In addition the management should distinguish alternative methods of communication tools that is consistent with employees' needs and level of sophistication to disseminate useful and up-to-date information that will help them to better serve customers.

- ❖ Top level management should be there to help employees in their interaction with customers as well as other emotional difficulties they face in their day to day life since employees' bad feeling could shadow on the service delivery process as well as customers perception of service quality.
- ❖ The management should work its way into the frontline employees' attitudes and win them over by offering a better, attractive and competitive salary and benefit .Salary is the most known motivational method that every employee can positively react towards to.
- ❖ Creating sense of belongingness by showing the company cares for them too .Few managers might find replacing unsatisfied employees with new employees to prevent this problem, yet it would not be a judicious implementation which would not be consistent and root cause problem solving .Losing one frontline desk could be costly and replacing him/her is wasting of time, money, experience and effort.

5.3 Implication

The findings also have several managerial and theoretical implications. The results of this research enable managers of the company at each level to better understand the degree of managing front-employees to get a higher level of customers perceived service quality. The study result shows the impact of front line employees that managers could use to achieve external customers satisfaction. In particular the need for committed, adequately rewarded employees, open internal communication and sufficient management support are identified as the main tasks that the managers accomplish in order to avoid low customers perceived service quality. Many researchers complain about lack of a clear and well defined model that could be used to empirical study. In this regard this research should be seen as a prelude attempt in addressing the issue of Internal Marketing and perceived service quality that rely on both HR and services

marketing theories and practices. Besides this the research tries to give a new insight to looking at the subject a little bit different ways than the usual approach.

The study is open for further revision particularly the measure of internal marketing construct requires further theoretical improvement and explanation to distinguish it from some of the constructs that are described and normally treated as part of human resource management and there is a need for well-established and exhaustively tested standard measures of Customers' satisfaction like SERPERF scales. Further studies that encompass a variety of businesses should be conducted in order to increase the results application.

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APPENDIX A

Internal Customer Instrument

This Questionnaire is designed to be filled by Ethiopian airline employees who are currently working at the airport on the area of Check-in , Gate counter, Interline, baggage service, ramp service ,load control and ticket office in the city.

Part 1

- Sex: Male Female
- How long have you been working at (the company)?
 - Less than 6 months 6 Months - 1 Year 1-2 Years 3-5 Years
 - More than 5 Years
- Which of the following best describes your position here?
 - Customer Service Clerk Junior Customer Service Agent Customer Service Agent
 - Senior Customer Service Agent Lead Customer Service Agent

Part 2

	Strongly Disagree	Disagree	Somewhat Disagree	Neither	Somewhat Agree	Agree	Strongly Agree
Support In Job							
I have the support and authority to make the decisions I need to make.							
My work group uses employee feedback to make improvements.							
I have enough involvement in decisions that affect my work.							
This is the type of job in which I can feel a sense of accomplishment.							
The work I do makes a difference here.							
I understand how my work contributes to the company's overall goals and strategy.							
I feel valued as a team member.							
I receive encouragement to come up with new and better ways of doing things.							
Senior Management(Leadership)							
Senior Management gives team members a clear picture of the direction the [Company] is headed.							
I am satisfied with the strategic direction of the company.							
Upper management seems willing to invest in the							

development of new team members.							
Upper management seems willing to accept mistakes made in the process of trying new things.							
Upper management understands the problems we face on our jobs.							
Upper management treats me with respect.							
Communication							
I am kept well informed about company plans and progress.							
There are opportunities available to me to express my ideas to upper management.							
There is good communication in my group.							
There is good communication between people in different areas of the company.							
I am kept well informed by upper management on what's going on in the company.							
Employee Pay and Benefits							
The company tries to create an exciting work environment.							
I receive enough opportunity to interact with other employees on a <u>formal</u> level.							
I receive enough opportunity to interact with other employees on an <u>informal</u> level.							
I receive a sense of completion with my job							
I have enough freedom in my position to take independent action when needed.							
I have enough freedom in my position to do what is right for the customer.							
The amount of pay I get is fair and competitive.							
I am satisfied with the total benefits program.							
I am satisfied with the pay I receive at my company							
The total benefits program is better than at most other companies.							
I feel that employees are recognized as individuals.							
Team Work							
In my work group, teamwork is encouraged.							
Team members are held accountable for the decisions they make.							
Work assignments are distributed fairly.							
Sufficient effort is made to get the opinions and thinking of people who work here.							
There is good alignment between my work group and others with whom I need to coordinate.							
My work group knows enough about what other work groups are doing.							
I am satisfied with the spirit of teamwork within [Company]							

APPENDIX B

External Customer Instrument

Please encircle the number on your appropriate response.

Part 1

1. Sex Male Female
2. Reason for Travel
 Business Tourism Pilgrimage Diplomatic Visit
3. Frequency of travel
 First Time Few Times Many times Frequently
4. Classes of your Flight
 C-9 Economy class sometimes both
5. What is your occupation?
 Government worker Private worker Student Business person Other

Part 2

Please rate the performance of the front line employee

	Strongly Disagree	Disagree	Somehow Disagree	Neither	Somehow Agree	Agree	Strongly Agree
Understand the needs of their customers							
Deal with customers in a caring fashion							
Having customers' best interest at heart							
Knowledgeable Employees to answer customers question and doubt							
Making customers safe in their transaction with the organization.							
Have confidence and trust in customers mind							
Consistently courteous and polite							
Readiness to respond to customers' request							
Employees are attentive and prompt to the customers							

need							
Keeping customers informed							
Determination to insist on error free records							
Willingness to help customers							
Providing the service right at the promised time							
Providing service as promised.							
Prompt service to the customer							
Performing the service right the first time							
Giving customers individualized and personalized attention.							
Neat and professionally groomed employees							

Appendix C

Descriptive Statistics

	N	Mean	Std. Deviation	Variance	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Gender	285	1.29	.455	.207	.924	.144
what is your reason for travel?	285	1.95	1.153	1.329	1.263	.144
How many times do you travel with ET?	285	2.46	.714	.510	-.950	.144
Which class did you travel?	285	2.14	.521	.271	.172	.144
What is your Occupation?	285	2.19	1.002	1.004	.592	.144
Understand the needs of their customers	285	2.65	1.537	2.362	1.208	.144
Deal with customers in a caring fashion	285	2.44	1.199	1.438	1.464	.144
Having customers' best interest at heart	285	2.87	1.493	2.230	.735	.144
Knowledgeable Employees to answer customers question and doubt	285	2.63	1.573	2.474	1.320	.144
Making customers safe in their transaction with the organization.	285	2.26	1.273	1.621	1.396	.144
Have confidence and trust in customers mind	285	2.47	1.277	1.630	1.377	.144
Consistently courteous and polite	285	2.41	1.415	2.003	1.804	.144
readiness to respond to customers' request	285	2.60	1.452	2.107	1.062	.144
Employees are attentive and prompt to the customers need	285	2.52	1.569	2.462	1.237	.144
Keeping customers informed	285	2.64	1.519	2.308	1.320	.144
Determination to insist on error free records	285	2.66	1.561	2.438	1.071	.144
Willingness to help customers	285	2.60	1.568	2.458	1.079	.144
Providing the service right at the promised time	285	2.69	1.544	2.383	1.065	.144
Providing service as promised.	285	2.88	1.540	2.370	.953	.144
Prompt service to the customer	285	2.76	1.498	2.244	.907	.144
Performing the service right the first time	285	2.69	1.571	2.468	1.064	.144
Giving customers individualized and personalized attention.	285	2.98	1.580	2.496	.807	.144
Neat and professionally groomed employees	285	2.32	1.536	2.360	1.388	.144
Valid N (listwise)	285					

Appendix D

Required Sample Size [†]								
Population Size	Confidence = 95%				Confidence = 99%			
	Margin of Error				Margin of Error			
	5.0%	3.5%	2.5%	1.0%	5.0%	3.5%	2.5%	1.0%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	174	186	198
250	152	190	215	244	182	211	229	246
300	169	217	251	291	207	246	270	295
400	196	265	318	384	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	260	396	526	739	363	503	615	763
1,000	278	440	606	906	399	575	727	943
1,200	291	474	674	1067	427	636	827	1119
1,500	306	515	759	1297	460	712	959	1376
2,000	322	563	869	1655	498	808	1141	1785
2,500	333	597	952	1984	524	879	1288	2173
3,500	346	641	1068	2565	558	977	1510	2890
5,000	357	678	1176	3288	586	1066	1734	3842
7,500	365	710	1275	4211	610	1147	1960	5165
10,000	370	727	1332	4899	622	1193	2098	6239
25,000	378	760	1448	6939	646	1285	2399	9972
50,000	381	772	1491	8056	655	1318	2520	12455
75,000	382	776	1506	8514	658	1330	2563	13583
100,000	383	778	1513	8762	659	1336	2585	14227
250,000	384	782	1527	9248	662	1347	2626	15555
500,000	384	783	1532	9423	663	1350	2640	16055
1,000,000	384	783	1534	9512	663	1352	2647	16317
2,500,000	384	784	1536	9567	663	1353	2651	16478
10,000,000	384	784	1536	9594	663	1354	2653	16560
100,000,000	384	784	1537	9603	663	1354	2654	16584
300,000,000	384	784	1537	9603	663	1354	2654	16586

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