Chapter -1

INTRODUCTION

1.1 Introduction

Service sector is the lifeline for the economic growth of a country. It is the largest and fastest growing sector globally contributing more to the global output and employing more people than any other sector. Among fast growing developing countries, India has also accepted the role of service sector in the growth of the country. Where earlier developers grew on the basis of exports of labour intensive manufactures, India has concentrated on services Eichengreen & Gupta,(2011).

The rapid growth of this sector especially in the post-reform era has played a critical role in the country’s emergence as one of the fastest-growing economies in the world in recent years (Chanda & Gupta 2011). It has placed India in the top fastest growing economies of the world despite the Eurozone crisis and North American economic instabilities. It has witnessed massive and continuous growth, especially over the last 2 decades, and today stands at a monumental 64.4% of the GDP of India (2011-12) (Singh 2012). The share of services in India’s GDP has increased from 33.5 per cent in 1950-51 to 55.1 per cent in 2010-11 and to 56.3 per cent in 2011-12. If construction is included, the share increased to 64.4 per cent in 2011-12. In Q1 of 2012-13, the share of services in GDP of India is 6.9%. (Economic survey 2012-13) Although there are other emerging markets where the share of services in GDP exceeds the share of manufacturing, India stands out for the dynamism of its service sector (Eichengreen & Gupta, 2011).

![Fig 1.1 Share of the service sector in the total GDP of India (in %)](image-url)
Service organisations to a large extent depend upon the delivery of services and that is why the service organisations worldwide are shifting their focus to service quality as a priority in the current competitive environment (Zeithaml, Berry and Parasuraman, 1996). High service quality allows service providers to differentiate themselves from their competitors and thus gain sustainable competitive advantages in the global market place (Gounaris, Stathakopoulos and Athanassopoulos, 2003).

Airline industry too has turned to focus on airline service quality to increase service satisfaction by retaining customer patronage and with this comes the market share. In India during the five years i.e.2008-2013, the performance of airline industry has improved as depicted in Table 1.1.

<table>
<thead>
<tr>
<th>Sector Indicators</th>
<th>Aviation (Airline passengers (domestic and International))</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Period</td>
<td>Million</td>
</tr>
<tr>
<td>2008-09</td>
<td>49.5 (a)</td>
</tr>
<tr>
<td>2009-10</td>
<td>54.5 (a)</td>
</tr>
<tr>
<td>2010-11</td>
<td>64.5 (a)</td>
</tr>
<tr>
<td>2011-12</td>
<td>70.2(a)</td>
</tr>
<tr>
<td>2012-13</td>
<td>67.5(a)</td>
</tr>
</tbody>
</table>

Table 1.1 Performance of India’s Aviation Sector
Source: Directorate General of Civil Aviation
Note: (a) calendar years, for example 2007-8 for 2007

 Delivering high-quality service to passengers is essential for airline survival, so airlines need to understand what passengers expect from their services. Understanding exactly what customers expect is the most crucial step in defining and delivering high-quality service. Since service quality is an important factor for airlines, several researchers have applied service quality related theories and methods in the airline industry (Alotaibi, 1992; Chang & Yeh, 2002; Chen, 1997; Kaynak, Kucukemiroglu & Kara, 1994; Ostrowski, O’Brien & Gordon, 1993; Sultan & Simpson, 2000) shows the performance of the aviation sector of India.

To gain competitive advantage airlines have resorted to various strategies such as intensive marketing, advertising and promotion as well as ticket price wars. These are not sufficient measures to remain competitive. Another important strategy is to
improve service quality delivered by employees of the airlines to retain customers. A study by Ostrowski et al. (1993) shows that airlines could acquire and retain customer loyalty by continuing to provide perceived high-quality services. Empirical studies of demand for airline service show that service quality is central to the choice of airlines by passengers, both for business and leisure travel (Abrahams, 1983; Etherington and Var, 1984; Young et al., 1994). Thus, providing superior service quality should be the main agenda for all airlines in order to remain competitive.

But at the time customers try to evaluate the worthiness of the services delivered to them. The evaluation of service processes can be divided into three distinct stages: pre-consumption, consumption, and post-consumption (Kasper et al., 2006). Mirroring this framework into the airline industry, the three corresponding stages are pre-flight, in-flight, and post-flight activities (Leong, 2008). Among others, the pre-flight activities are check-in, security, and waiting at the gate, whereas the in-flight process covers seating and accessibility of service offerings. Finally, the post-flight activities comprise baggage claim and customs among others. Each stage respectively contains several customer-oriented activities that contribute to the total customer experience (Leong, 2008) and in each process ELSE plays a major role.

The contents of service quality may be different in different industries. According to the IATA (International Air Transportation Association), service items for airlines include seat reservation, selling ticket, airport check-in, cabin service, baggage delivery and the subsequent services after arriving at destinations, etc. In general, from a passenger’s perspective, the service items of airline should include flight frequency, flight safety, cabin food and beverage, seating, flight on schedule, etc. On the other hand, from an operator’s perspective, the airline industry generally pays more attention on safety, comfort, convenience, accuracy, and hospitality, etc. (Chen & Liu, 2002).


Delivering high-quality service to passengers is essential for airline survival, so airlines need to understand what passengers expect from their services. But at the same
time it is equally important to know how efficient and satisfied their employees (especially the FLSE) are with the service environment of the organisation as it affects the behaviour and the attitude of FLSE towards the service. Frontline service employee’s (FLSE) attitudes and behaviours significantly influence the quality of service operations, as these employees present the face and the voice of their organizations to customers (Hartline and Ferrell 1996; Schneider, Wheeler, and Cox 1992). The organization has high stakes on how the service employee behaves in service encounters. These service employees are faced with multiple challenges 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.

1.1.1 The Boundary Spanning Behaviour of FLSE

The frontline is the touch point of the company; therefore, the service that frontline employees provide is critical in developing customer relationships, gathering customer information, and in creating customer satisfaction, loyalty, and brand commitment (Burmann & Konig, 2011; Fang, Palmatier, & Grewal, 2011). They are the first lines of contact in the organization and play a boundary spanning behaviour to create the first and long lasting impression on the organization and project a positive image in the minds of customers.

The boundary-spanning behaviour relates to the behaviour of customer-contact employees or the FLSE’s of service firms that derives from their unique position as boundary spanners of the firm (Bettencourt, Gwinner, and Meuter 2001). They have a strategic function: they are being placed between the external environment, including organization’s customers, and the internal organization (Aldrich and Herker 1977). Operating in the so-called ‘boundary-spanning’ role can be fraught with stress and has led academics and practitioners alike to seek to understand how to better support such roles and also enhance the service offered to customers (as cited by Harrison 2013). Based on the services marketing and management literature, three types of boundary-spanning behaviour are identified by Bettencourt and Brown (2003). External representation behaviour represents the extent to which the frontline employee is a vocal advocate of the organization, its image and its assets to outsiders of that organization (Bettencourt and Brown 2003). This type of boundary-spanning behaviour
can be considered partly customer-oriented and is more likely to be considered relatively more extra-role (Bettencourt, Brown, and MacKenzie 2005). The second type of boundary-spanning behaviour, internal influence behaviour, reflects the individual initiative taken to communicate to the firm and co-workers in order to improve the service delivered (Bettencourt and Brown 2003). Internal influence behaviour is clearly employee-oriented and is also more likely to be considered relatively more extra-role (Bettencourt, Brown, and MacKenzie 2005). Service delivery behaviour refers to the behaviours that directly impact customers: serving customers in a conscientious, responsive, attentive and courteous manner (Bettencourt and Brown 2003). This third type of boundary-spanning behaviour is clearly customer-oriented and is more likely to be considered relatively more in-role (Bettencourt, Brown, and MacKenzie 2005). As such, the three dimensions of boundary-spanning behaviour are each belonging to a specific category of pro social organizational behaviour.

Because they span the boundary between the firm and its customers, these employees are directly responsible for service quality, customer satisfaction, and ultimately the overall performance of the firm (Hartline and Ferrell 1996). The framework postulated by Heskett et al (1994) lists the relationship between employee satisfaction, customer satisfaction and profitability.

![Service profit chain diagram](image)

**Fig:1.2 Service profit chain**

Source: Adapted from Heskett et al. (1994)
1.1.2 Service failure and Service recovery

According to Zeitham et al (2013), service failure can be defined as a mismatch between service performance and customer’s expectation perception which lead to dissatisfaction. This concept is applicable in service as well as manufacturing sectors. Based on this concept service failure occurs when consumers are dissatisfied with service when performance/quality of product falls below their expectations.

Since the frontline employees are the ones who interact directly with customers, they would also be the first ones to get to know about a service failure. Moreover, knowing that frontline employees act as boundary spanners for the service organization, most complaints are put forward by customers to these employees and are known only to them. When this complaining encounter between the employee and the customer occurs, the organization loses control and it is up to the employee to interact with the customer. The employee will from that point hold the responsibility in handling the service failure. How well the employee will serve the customer will depend on how skillful or how motivated, he or she is. With this realization, it is therefore important to properly manage frontline employees. This is especially true for tourism and hospitality organizations like airlines and hotels that involve a big volume of service encounters in its day-to-day operations. Failures are indeed pervasive in service encounters (Maxham & Netemeyer, 2002) which forces the service organization to engage in “dissatisfaction management” and service recovery processes to attain successful service provision (Liao, 2007). Specifically, these circumstances often need to be initiated by frontline employees where various actions are to be taken to alleviate service failures and restore customer satisfaction.

The inability of the service organisations to deliver as per customer expectations constitutes service failure. According to Zeithaml and Bitner (2000), failure can occur if the service is unavailable when promised, is delivered late or too slowly, the outcome is not as per expectations or the employees are indifferent and uncaring. The problem of service failure is further compounded by the fact that there is increased competition in most service industries. Thus the customer has many options to choose from.
Gronroos (1983), in his six criteria of good perceived services quality gives due importance to service recovery. The service recovery process has been shown with the help of a figure 1.3. Service recovery is possible only if an immediate action is taken to keep the situation under control and thereby finding a new, acceptable solution. Thus service recovery involves what a service provider does in response to service failures (Weun et al. 2004).

1.1.3 Commitment of FLSE to service quality

The most important basis for the assessment of quality is the individual’s experience of a service that comes from the internal quality service of the internal
customer (all the organization’s employees). Their commitment and willingness to serve is in the best interest of the customers, which incidentally is a prerequisite for achieving service quality (Kandampully, 2002). Clark et al. (2008) defined commitment to service quality as the “dedication of employees to render service quality and the willingness to go beyond what is expected of them”. Past findings have also established that employees who are committed to the organization will remain loyal and are inversely related to turnover (Hartline et al., 2000; Clark et al., 2008; Elmadag et al., 2008). In such conditions, employees were known to spend more time and energy in assisting the organization realize its goals and they also put their own self-interest aside (Porter et al., 1973; Tsai, 2008; Sohail & Shaikh, 2004; Yiing & Ahmad, 2008). They would subscribe to the idea of being a citizen of the organisation and be fully committed to the goals of the organisation (Rashid et al., 2003).

There are other researchers also who agree with the performance benefits accrued from increased employee commitment and have been widely demonstrated in the literature. These benefits includes, increased job satisfaction (Vandenbarg & Lance 1992), increased job performance (Mathieu &Zajac, 1990,Lambert, S.D. 2002), increased total return to shareholders and sales (Barber et al., 1999), decreased employee turnover (Cohen, 1993), decreased intention to leave(Balfour & Wechsler, 1996), decreased intention to search for alternative employers (Cohen, 1993), decreased absenteeism (Cohen, 1993). Lack of commitment from employees can be harmful to an organization, resulting in poorer performance arising from inferior service offerings and higher costs(Caruana, A., P. Calleya, 1998). Research tells us that workers that are committed (i.e. identify and involve themselves) to their organizations perform to a higher standard (Meyer et al., 1989; Mowday et al., 1979) and with higher perceived service quality (Malhotra and Mukherjee, 2004).

Many authors have described CSQ on the basis of different factors affecting their behaviour. Peccei and Rosenthal describe CSQ as “the relative propensity of a service employee to engage in continuous improvement and exert effort on the job for the benefit of customers” (1997). Recent studies have emphasized the influence of service employee CSQ on customers’ perceptions of service (Hartline and Ferrell 1996; Schneider, White, and Paul 1998). Customers desire relatedness, assurance, empathy, and reliability, and often view service employees as the means by which an organization conveys these components of service quality (Brady and Cronin 2001). According to Loveman (1998), capable employees who are committed to service
quality increase customer satisfaction. However, research suggesting that firms lose customers because of poor or indifferent service (Boulding et al. 1993; Liu, Sudharshan, and Hamer 2000; Zeithaml, Berry, and Parasuraman 1996) indicates that service employee CSQ is often deficient and that an immediate challenge for many service organizations is to improve it.

1.1.4 Antecedents and Consequences of Employee Commitment to Service Quality

It is very important that the service provider guarantee that whatever is delivered can delight and make the customers happy. But that would be a difficult task for every service provider. There are many hitches that may limit them from performing as required. They may not be able to perform well if the power that is given to them is restricted, or if they are not allowed to make simple decisions or if they only have restricted flexibility in their jobs. On the other hand, the levels of their service may also be affected if they are not in a positive mood to do their job. These conditions may have some impact on the value of quality that they deliver which may well have some influence on the customer's evaluation and possible dissatisfaction. In these kinds of circumstances, empowering employees could result in more employee commitment towards delivery of services.

The empowerment of employees appears to be capable of generating feelings of commitment to the service encounter (Barbee and Bott, 1991). Therefore, a range of initiatives such as autonomous workgroups, quality circles, suggestion schemes, job enrichment (Lashley, 1997), joint consultation, employee shared ownership and communications programmes (Kelly and Kelly, 1990) could be introduced and implemented for employees as a key to accomplishing organizational strategies. Empowerment is described as working arrangements which engage empowerment at an emotional level (Conger and Kanungo, 1988). Accordingly, various forms of empowerment that are introduced for employees in order to enable them to make some decisions, take control over their jobs and deliver greater enthusiasm will result in increased sense of ownership of the service encounter which leads to smooth generation of the required emotional display (Lashley, 2001b).

Elmadag et al (2008) examined the effects of alternative developmental and reward-based antecedents and affective and behavioural consequences of frontline service employee commitment to service quality. According to the author, MCSQ generates affective responses of frontline employees' job satisfaction (feelings towards
the job) and affective organisational commitment (feelings towards the organisation), which in turn directly influence frontline employees’ service recovery behaviour. A synthesis of the relevant literature suggests that training, empowerment, employee rewards, supportive management, servant leadership and investment in technology are relevant indicators of the MCSQ construct (Babakus et al., 2003; Berry et al., 1994; Pfeffer, 1994; Bowen and Lawler, 1995; Heskett et al., 1997; Lewis and Gabriesen, 1998; Lytle et al., 1998; Schneider et al., 1998; Hartline et al., 2000; Rogg et al., 2001; Yoon et al., 2001).

According to Elmadag (1997), management commitment to service quality leads to affective outcomes (job satisfaction and organisational commitment) which in turn leads to service recovery performance. Findings of the study indicated that managerial coaching has the strongest influence on frontline service employee commitment to service quality. The effects of developmental and reward-based interventions on frontline service employees’ commitment to service quality (FLSE CSQ) have also been studied by Sun et al. (2012). The results revealed that formal training, coaching and rewards have positive relationships with FLSE CSQ. Moreover, FLSE CSQ was found to be positively related to job satisfaction, commitment to the organisation, job performance and organisational citizenship behaviours (OCBs).

Babin & Boles (1996) results of the study suggested that employee perceptions of co-worker involvement and supervisory support can reduce stress and increase job satisfaction. Other results indicated a positive relationship between role conflict and job performance, a positive relationship between job performance and job satisfaction, and that job performance mediates effects of role stress on satisfaction.

1.2 About the study

The present study was carried out on six domestic airlines out of which one is public sector airline and rests of the five domestic airlines are private sector airlines. The purpose was to investigate the antecedents and the consequences of the FLSE commitment in providing the services to the passengers. The other important objective was to find out the mediating role of employee job satisfaction in these airlines.

Out of the selected, the public sector domestic airline, Air India is the oldest airline of India and the other five private domestic airlines also have nationwide presence. The selected private domestic airlines have also started operating in an
efficient way. The study was conducted at the Indira Gandhi international airport, New Delhi. As the study was related to the FLSE performance, samples were collected from the FLSE that included the members of cabin crew, CSA- ticketing, CSA-Check in and the Traffic control assistant. To measure their commitment towards the service quality, a standard questionnaire was used. Later the data was coded and fed into computers using SPSS 19 (Statistical Package for Social Sciences) as software for data analysis. The collected data was processed and analyzed with the help of SPSS package to statistically prove different hypothesis included in the study.

1.3 Need for the study

In a world of increasingly global competition, as the organisations try to have loyal customers it is at the same time important for the organisations to have committed employees towards the delivery of superior service quality to the customers. It is important as it increases revenues, reduces costs, and enhances customer satisfaction. While dealing with the different types of customers and their complaints, these organisations faces lots of problems as the different airlines have different way of dealing with them. According to Webster (1990) the service organizations need to establish a way out for the effective implementation of the strategies needed to overcome these problems through the support of frontline employees (Harris & Ogbonna, 2000). It has also become more difficult to meet the expectations of customers due to problems resulting mainly from the intangibility, inseparability, heterogeneity, and perishability characteristics of services. In this regard FLSE plays a very important role in satisfying the customers. But at the same time their commitment towards the firm is equally important and that can be estimated only by considering the quality of services rendered by them. Frontline employees may be a useful source of knowledge (Rust, Stewart, Miller, & Pielack, 1996 ;), and play critical roles in service delivery and recovery (Boshoff & Allen, 2000), but their role is often not defined clearly in service organizations (Kelley, 1992). Accordingly, service organizations should consider the crucial roles of frontline employees in the effective establishment of a service organisation.

A study conducted by Lambert, S.D (2002) concluded that employees who are more committed demonstrate higher job performance, less job displeasure, more ethical behaviour, diminished intent to leave, less stress and organizational citizenship. Furthermore they perceive the value of organizational goals and think of their goals and
those of the organizations in personal terms, thereby a lot of cost efficiencies accrue from committed employees. But the commitment of FLSE towards service delivery is also affected by certain variables and these variables need to be identified in case the objective of the organisation is to increase profitability, market share and at the same time managing increasing cost. For all these reasons, this study was undertaken to ascertain the various factors affecting FLSE behaviour.

1.4 Research Questions

In order to study the effect of different variables on FLSE commitment to service quality, the following research questions require answering-

1. What are the antecedents of Job satisfaction of FLSE?
2. What are the consequences of FLSE commitment to service quality?
3. What are the effects of antecedents on job satisfaction of FLSE?
4. What are the effects of consequences on FLSE commitment to service quality?
5. What is the role played by the job satisfaction as a mediator between antecedents and consequences?

1.5 Research objectives

In order to address the research questions as outlined in preceding section, the study was designed to accomplish the different research objectives, presented as under:-

1.5.1 General objective

The general objective of this study was to analyse the effect of antecedents and the consequences on the services delivered by FLSE.

1.5.2 Specific objectives

1. To identify the antecedents of Job satisfaction of FLSE.
2. To identify the consequences of FLSE commitment to service quality.
3. To analyse the effect of antecedents on job satisfaction of FLSE.
4. To analyse the effect of consequences on FLSE commitment to service quality.
5. To study the role of job satisfaction as a mediator between antecedents and consequences.
1.6 Scope of the study

Today the Airline industry has been experiencing privatization, increasing competition, technological innovation and customization. This industry is different than the other service organisations because airlines present a unique work environment. The FLSE of the service organisations play a very important role as they are the key to the firm’s success. The way they deliver service actually affects their as well as organisations productivity. The relationship between the delivery of service quality and employee productivity is a continuing debate in the services literature (Parasuraman, 2002; Singh, 2000). If a service is delivered in an efficient way, it will result in an increase in the satisfaction level of customers which further would result in a more loyal customers and an organisation can have loyal customers only if it has loyal employees. In the case of service organisations, Loyalty and commitment go hand in hand. Research shows that employees who are more committed demonstrate higher job performance, less job displeasure, more ethical behaviour, and diminished intent to leave, less stress and organizational citizenship. Furthermore they perceive the value of organizational goals and think of their goals and those of the organizations in personal terms, thereby a lot of cost efficiencies accrue from committed employees. This is the reason why the study has taken the perspective of the employees who deals directly with the customers.

This research focuses on the antecedents and the consequences of FLSE commitment to service quality in the airline industry of India. The research is based on Indian Public and private sector airlines only. Besides this the research also focuses on the importance of job satisfaction as a mediator. For the purpose of the research one public sector airline and five private sector Indian airlines operating in Delhi have been chosen. The study is about the role of FLSE in providing services to the passengers. As it focusses on the different factors that affect their behavior, the management of the airlines would be in a condition to solve certain problems that are related to the performance of the employees.

This study will also help Aviation industry managements to better diagnoses the loops and holes in the service delivery of the employees of different airlines. It will also play a role in planning future strategies regarding better service delivery to passengers. The study also reveals the role of employees in service quality delivery and comes up
with a developed theory that can be applicable to other airlines and provide the
guidelines for other airlines to improve the service delivery.

The study covers the following categories of airlines-

**Full Service Carriers- Public Sector** which includes Air India (Domestic)

**Full Service Carriers- Private Sector** which includes Jet Airways and Kingfisher

**Low cost Carriers**-Spice jet, Indigo and Go airlines

1.7 **Brief outline of the methodology**

The research was carried out using a quantitative approach. Detailed literature
survey and review on FLSE commitment towards service quality in airline industry was
done by reviewing articles published in various journals. Based on literature review,
gaps in the current research were identified and accordingly research objectives were
set and hypotheses were formulated. For quantitative study, a questionnaire based
approach was used. The sample was collected from both the private and public sector
domestic airlines operating in Delhi. The collected data was analyzed using Statistical
Package for Social Science version 19 (SPSS). Regression analysis was used to test the
hypotheses. The mediating effect of job satisfaction on the antecedents and the
consequences was also studied.

1.8 **Outline of the thesis**

The outline of the thesis is presented in fig 1.4.

Fig:1.4 Outline of the study
1.9 Chapterization of the Thesis

The total thesis is divided into seven chapters. The chapter wise plan along with the brief description is as follows:

**Chapter 1 Introduction of the study:** The introductory chapter describes briefly about the study, need for the study, Objectives of the study, Scope of the study, brief outline of the methodology.

**Chapter 2 An overview of the airline industry:** It includes the current Indian service sector scenario, History of airline industry in India and the Overview of major players in airline industry of India.

**Chapter 3 Review of Literature and Earlier studies:** A detailed review of literature is carried out at the various stages of the study. Various reports, journals, articles, text books had been reviewed regarding the commitment of FLSE towards service quality, Antecedents and consequences of service delivery and service quality in airline industry, and the management commitment towards service quality. It also explains the research gap based on the available literature.

**Chapter 4 Conceptual framework and Development of Hypothesis:** A model was conceptualised and on the basis of the model, hypotheses were drawn.

**Chapter 5 Research methodology:** It included research approach, research design, problem statement, research framework I,II and III, adaption of various measures, Universe of the study, Sample unit and sample frame, Measures used in the study, Outline of the study, Questionnaire development, Procedure of data collection, Primary and secondary source data, Survey duration, Data analysis and the Statistical treatment of the data.

**Chapter 6 Data Analysis and Interpretations:** It includes Descriptive and Inferential analysis of the collected data.

**Chapter 7 Results and Discussions:** This chapter elaborates the results of the study followed by discussion of the result.

**Chapter 8 Summary and Suggestions:** This is the final chapter which starts with the summary of the study. It also reports the major findings, implications of the findings, intervention strategies of the study. Few suggestions and limitations are
included for the FLSE commitment in different domestic airlines. Finally the chapter ends with conclusions of the study and the scope for further research.

1.10 Description of terms used in the study

The description of different terms used in this study is given in the form of a table that shows the different definitions given by different authors.

<table>
<thead>
<tr>
<th>Terms</th>
<th>Author</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>Services</td>
<td>Gronroos (1990)</td>
<td>An activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interactions between the customer and service employees and /or physical resources or goods and/or systems of the service provider, which are provided as a solutions to customer problems</td>
</tr>
<tr>
<td>Service quality</td>
<td>Zeithaml &amp; Bitner (2003)</td>
<td>Service quality is a focused evaluation that reflects the customer's perception of specific dimensions of service: reliability, responsiveness, assurance, Empathy, tangibles. Satisfaction, on other hand, is more inclusive: it is influenced by perceptions of service quality, product quality, and price as well as situational factors and personal factors.</td>
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<td>Service climate</td>
<td>Schneider, 1998</td>
<td>Service climate refers to the shared perception of employees concerning the practices, procedures, and kinds of behaviour that get rewarded and supported in a particular setting.</td>
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<td>Employee Commitment</td>
<td>Porter et al (1974)</td>
<td>It is the strength of an individual's identification with and involvement in a particular organization.</td>
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<td></td>
<td>Allen and Meyer (1990)</td>
<td>The degree to which employees feel a sense of connection, obligation, and reward in working for the organization</td>
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<tr>
<td>Category</td>
<td>Author(s)</td>
<td>Definition</td>
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<td><strong>Training</strong></td>
<td>Landy (1985)</td>
<td>It is a set of planned activities on the part of an organization to increase the job knowledge and skills or to modify the attitudes and social behaviour of its members in ways consistent with the goals of the organization and the requirements of the job” (p. 306).</td>
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<td><strong>Rewards</strong></td>
<td>Armstrong (2006), (Patrick, 2000)</td>
<td>Total reward is a combination of financial and non-financial rewards available to employees.</td>
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<td><strong>Organizational support</strong></td>
<td>Manus and Graham (2003)</td>
<td>It means all types of rewards – indirect as well as direct, and intrinsic as well as extrinsic.</td>
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<td><strong>Empowerment</strong></td>
<td>Chebat and Kollias, 2000; Forrester, 2000.</td>
<td>Empowerment means enhancing a person’s ability and motivation to develop and make the most constructive use of their talents and experience.</td>
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<td><strong>Job satisfaction</strong></td>
<td>Burke, 1989; Brown and Peterson, 1993</td>
<td>Job satisfaction is a product of the evaluation of the job, taking into account all aspects of the job such as pay, benefits, supervisor style, communication and</td>
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Supportive management

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<th>Supportive management</th>
<th>MCSQ</th>
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| Locke, 1976; Spector, 1997 | Ahmed and Parasuraman (1994) | It means management concerns and support for employee work and represents the degree to which they create a facilitative climate of support, trust and helpfulness.
| Beck and Beck, 1986; Hartline et al., 2000. | Hartline and Ferrell (1996) | The conscious choice of quality initiatives as operational and strategic options for the firm and engaging in activities such as providing visible quality leadership and resources for the adoption and implementation of quality initiatives (p. 89).
| Babakus et al. (2003) | |

Table: 1.2 The terms used in the study

1.1.1 Summary

The present study has been undertaken to examine the impact of different variables on the employees’ commitment towards the delivery of services in public and private sector airlines operating in New Delhi. This chapter presents a background of the study which includes research question, research objective, need of the study, scope, limitations, some definitions, significance, outline and cauterization of the thesis and research methodology. Airline scenario in general and History of Airlines of India is discussed in chapter 2.