
ABSTRACT

The main purpose of the study is to advance the organisational citizenship literature in the non-Westernised service context. An extant literature review revealed several gaps in the current understanding of the phenomenon including: (1) lack of studies looking at service-specific organisational citizenship behaviours, (2) limited research that has examined the effect of job satisfaction and three components of organisational commitment on citizenship behaviours in a simultaneous manner; and (3) lack of studies attempting to identify 'new drivers' of citizenship behaviours. As a result, the present study develops a social structure explanation of service-specific citizenship behaviour (i.e. service employee citizenship behaviour), emphasising the importance of job satisfaction, three components of organisational commitment, co-worker support and passenger cooperation. In addition, the current study explores the moderating role of cultural orientation (i.e. individualism/collectivism).

Using a survey approach, questionnaires were distributed to employees in an airline company based in Thailand. An effective response rate of 53.60% resulted in 335 questionnaires being collected for analysis. Structural Equation Modelling (SEM) procedures were followed using AMOS 6.0 to analyse the data. The findings reveal significant contributions of job satisfaction, affective commitment and normative commitment in predicting service employee citizenship behaviour. The examination of individual differences in terms of individualism/collectivism values highlights the different tendencies of employees to engage in different forms of service employee citizenship behaviour. Additionally, the conceptualisation along with empirical results not only emphasise the significant contribution of co-worker support and passenger cooperation on service employee citizenship behaviour, but also illustrate the importance of identifying job attitudes as a key mediator of the support-performance relationship. By this, this study extends the current understanding on determinants of service-specific organisational citizenship behaviours as well as the influence of individual difference with regards to individual/collectivism on such citizenship behaviours.

Keywords: Organisational citizenship behaviour, prosocial service behaviour, job satisfaction, organisational commitment, co-worker support, customer cooperation, individualism/collectivism.