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Exploring the impacts of employee advocacy on job satisfaction and organizational commitment: Case of Taiwanese airlines

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A B S T R A C T

The accessibility of information through the Internet has enables flight attendants to become more informed, as well as developing more control of their own affairs. Employee advocacy is related to the transparency of airlines' employment offers and the airlines' willingness to do what is best for their employees. After reviewing the relevant literature, this study focuses on how employee advocacy is influenced by the way employees are treated by their airlines. We explored strategies that airline administrations apply to employee advocacy, developed a research setting, analyzed the factors involved, and developed a casual model of the antecedents and consequences of employee advocacy. We formulated 5 hypotheses. Data were collected, using a questionnaire survey of flight attendants in Taiwanese airlines. All hypotheses were verified with data from a sample of the respondents, by using a structural equation model. Our results indicated that employee advocacy is positively related to flight attendants' job satisfaction and commitment to the organization. Organizational innovation, supervisor support, and employee empowerment are positively related to employee advocacy. Finally, this study concludes by discussing managerial implications and providing suggestions for future research.

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1. Introduction

For a service industry employee, job satisfaction is a critical factor, because it is typically assumed that front-line employee attitude and behavior substantially affect customer perceptions of the service. Service firms must find ways to manage their employees effectively, and ensure that their attitudes and behaviors are conducive to the delivery of high quality service (Chan and Wan, 2012; Sarwar and Khalid, 2011). Job satisfaction is defined as the pleasurable emotional state of an employee, regarding his or her job duties, supervisor, working situations, and the organization as a whole (Sarwar and Khalid, 2011). Job satisfaction is defined in terms of all the characteristics of the job itself, and of the work environment in which employees may find rewards, fulfillment, and satisfaction, or conversely, frustration or dissatisfaction (Bussing et al., 1999). Service firms should communicate customer needs to their employees, provide continuous training, assist them to acquire both communication and recovery skills, and ensure that

they feel comfortable and satisfied with their jobs (Pantouvakis, 2012). Employee commitment to the organization is a crucial indicator of the impacts on the firm's performance (Lum et al., 1998; Naumann et al., 2000). The primary reason for this is that employees with greater commitment tend to remain employed in the same organization for a longer period (Johnston et al., 1990). In addition, they are more efficient in their job performance (Mackenzia et al., 1998). Organizational commitment refers to how employees regard their organization's goals, and the value of identification, acceptance, and loyalty toward the organization (Pillai and Williams, 2004). It also assumes that there is a relationship between an employee and the firm, which contributes not only to the firm, but also to wider society. Therefore, job satisfaction and organizational commitment comprise an employee's intentions to contribute their high degree of performance, and demonstrate loyalty to their organization's goals.

The airline industry is a particularly sensitive service industry. Flight attendants are in close contact with customers for long periods. Therefore, the quality of the service they provide has a strong influence on customer satisfaction. Flight attendants must be able to solve customers' problems immediately to promote and maintain the company's overall image of providing high quality service. Flight attendant attitude and behavior substantially affects a customer's perception of service. Therefore, airlines must develop

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methods to manage their employees effectively, and to ensure that their attitudes and behavior are conducive to the delivery of high quality service. The accessibility of information through the Internet has enabled flight attendants to become more informed, acquiring timely and reliable information by connecting and communicating with their employers, and thereby developing greater control of their own affairs (Lings, 2004; Sawhney and Prandelli, 2000; Urban, 2004). Employee advocacy is related to the transparency of an airline company's employment offers, and their willingness to act in the best interests of their employees.

Having reviewed the relevant literature, we focus on how employee advocacy is influenced by airline treatment of employees. We investigate the strategies that airline administrations apply to develop employee advocacy, develop a research program, analyze the factors involved, and develop a causal model of the causes and consequences of employee advocacy. Therefore, we use an advocacy marketing approach, and "the flight attendant viewpoint," as the basis for discussion. In addition, we regard flight attendants of Taiwanese airlines as the subjects of a survey for further verification. Finally, this research discusses the management implications of our results, with the hope of offering guidance for improving the commitment and job satisfaction of employees when compared with service providers in other industries.

2. Theory and hypotheses

2.1. Theory

Enterprises have internal customers (in addition to more conventional, external customers), and they should develop and apply marketing programs and tools that focus on this internal market (i.e., employees), parallel to those for the external market (i.e., customers) (Bansal et al., 2001). The operationalization and synthesis of the internal marketing concept is based on the human resource management (HRM) philosophy and the notion of employee advocacy, all within a service context (Pantouvakis, 2012). Social exchange theory describes employment relationships as a form of social exchange that individuals enter into when they expect their rewards to justify the costs of taking part in that exchange (Blau, 1968). The quality of social exchange leads to unspoken obligations between the parties (Blau, 1968; Settoon et al., 1996). One way to support and enhance wellbeing is by implementing human resource (HR) practices that strengthen the employment relationship (Clarke and Hill, 2012). The application of social exchange theory to the employee–organization relationship has focused on the relationship an employee develops with their manager (Liden et al., 1997), the organization (Eisenberger et al., 1986), or both (Masterson et al., 2000; Wayne et al., 1997). Greater social exchange is associated with stronger employee contributions in the form of greater commitment, lower turnover intentions, and better performance (Chen and Kao, 2012; Shore et al., 2009). Other contributors to the social exchange relationship include team and supervisor support (Cropanzano and Mitchell, 2005). These inputs are likely to result in employees feeling valued and supported by their organization, which leads to possible forms of reciprocation, such as employee commitment and loyalty (Snape and Redman, 2010).

Employee advocacy refers to the transparency of the firm's employment policy, and its willingness to act in the best interests of the employee, even if the recommended solution to a problem is provided by the competition (Urban, 2004). Although this may be seen as counterintuitive according to standard principles of market-based competition, by emphasizing a positive partnership and support over traditional selling-based relationship strategies, employees are more likely to trust the firm. For enterprises, the critical issue is how to strengthen the employment relationship and enhance employee advocacy. Prior research has suggested that job satisfaction (Chen, 2006; Petrescu and Simmons, 2008) and organizational commitment (Park and Rainey, 2007) are directly influenced by the HRM practices an enterprise applies across key areas, including employee learning and development, employee voice and involvement, work-life balance practices, and workplace health and safety. However, employee satisfaction and commitment to the organization, particularly in service enterprises, should be incorporated as simultaneous functions of marketing and HR, both externally and internally. This combined influence of specific HRM actions, and the adoption of external marketing methods and tools within enterprises, is necessary to foster overall employee job satisfaction and commitment to the organization.

2.2. Hypotheses

We consider the characteristics of airline services, and discuss job satisfaction and organizational commitment from the viewpoint of employee advocacy marketing and with latent variables as the focus. We also consider that employee advocacy may affect job satisfaction and organizational commitment. Employee advocacy is regarded as a moderating variable. In turn, supervisor support and employee empowerment may affect employee advocacy.

Employee advocacy concerns an employee's perception of the extent to which an organization values their contributions, and cares about their wellbeing (Eisenberger et al., 1986). Thus, employees tend to seek a balance in their exchange relationships with their organization, by basing their attitude and behavior on their employer's commitment to them. George and Jones (1996) indicated that job satisfaction reflects employee attitudes and structure of understanding towards the organization. Lyons et al. (2003) proposed that it is more effective to improve the job satisfaction of an employee by using implicit correctional factors (such as personal growth, useful skills, etc.), than by using explicit encouraging factors (such as wages). An employee's job expectations affect their emotions with respect to job satisfaction and organizational commitment (Carr, 2000). When an employee's expectations do not correspond with reality, it may lead to dissatisfaction and a lack of organizational commitment (Rousseau, 1998). Employees expect their organization to support them, and, in exchange, they contribute behavior that is beneficial to the organization. Such acts of reciprocation and exchange affect an employee's attitude toward their organization and job (Shore and Tetrick, 1991). Therefore, we argue that, as airlines improve their employee advocacy, employees will experience a higher level of job satisfaction and organizational commitment. Based on these analyses, we propose the following hypotheses:

Hypothesis 1 (H₁). The greater the airline company's advocacy on behalf of flight attendants, the greater the flight attendants' job satisfaction.

Hypothesis 2 (H₂). The greater the airline company's advocacy on behalf of flight attendants, the greater the flight attendants' organizational commitment.

Organizational innovation is evaluated as a firm's actual ability to regularly adopt and implement technical and administrative innovations, with a greater degree of incorporated novelty, relative to their main competitors (Santos-Vijande et al., 2012). Innovation is a fundamental mechanism in firm competition, because it enables them to appropriately modify their products, processes, and management systems to adjust to the market's rapidly changing needs (Baker and Sinkula, 2002; Darroch and McNaughton, 2002). To remain competitive, firms increasingly rely on the ability of employees to continuously innovate and renew their methods of

operating (Blom et al., 2001). This can be attributed to the fact that a pleasant working environment, in which all job-related resources are in place, leads to enhanced employee innovation (Huhtala and Parzefall, 2007). Firms contemplating a specific organizational innovation strategy must consider investing in an innovation culture that encourages openness, creativity, and surpassing existing norms and technical boundaries (Lightfoot and Gebauer, 2011). Therefore, we argue that, as an airline increases organizational innovation, and employees are consequently aware that the airline is intentionally creating an innovative and blame-free culture, employees will sense a higher level of employee advocacy. From this analysis, hypothesis 3 (H₃) may be deduced:

Hypothesis 3 (H₃). If levels of organizational innovation are high, the airline company's advocacy on behalf of flight attendants is strong.

When supervisors are supportive of subordinates, it produces a sense of obligation in the subordinates to assist supervisors to reach their goals (Eisenberger et al., 2002; Stinglhamber and Vandenberghe, 2003). In a work environment, subordinates are affected by a superior's manner and behavior (Griffith, 1988). Korsgaard et al. (1995) demonstrated that when greater concern for the employee is demonstrated, the employee is able to develop a sense of ownership toward the group. This leads to employee unity, thus assisting common group goals. Supervisors may find it productive to encourage strong social support networks between supervisors and subordinates by establishing formal mentoring programs to increase communication, and with experienced social support (Chan and Wan, 2012). Supervisors should highlight the enjoyable and meaningful aspects of the job, reinforce employee belief that they are doing vital work (Brotheridge and Lee, 2002), emphasize employees' roles as valuable assets to the firm, and boost employees' confidence in their skills. Because supervisors act as an agent of the organization when directing and evaluating employees, subordinates tend to attribute such supportiveness, in part, to the organization rather than solely to the supervisor. Consequently, perception of supervisory support will be associated with employee advocacy. We propose that when employees perceive the supervisor's support to be strong, this will lead to enhanced employee advocacy. The above analysis may support the following hypothesis (H₄):

Hypothesis 4 (H₄). If supervisor support is strong, the airline company's advocacy on behalf of flight attendants is strong.

Empowerment refers to allowing employees the option to make decisions regarding routine job-related activities (Bowen and Lawler, 1992). Gibson (1991) indicated that employee empowerment is a social process of recognizing, promoting, and enhancing employees' abilities to meet their own needs, solve their own problems, and mobilize the necessary resources to control their services. In addition, employees become more motivated and understanding of the nature of the firm's business and problems (Pitt and Foreman, 1999). Employee empowerment requires creating a working environment where employees are allowed to make decisions regarding specific work-related situations (Sarwar and Khalid, 2011). When an employee is empowered by management, they may change their attitude toward the job, which may affect the firm's level of employee advocacy. Developing employee advocacy is one response to vulnerabilities of services in the face of rising employee empowerment. It creates new opportunities for firm—employee dialogue, knowledge development and, critically, provides a context in which the interests of a firm and those of its employees can be more closely aligned. We propose that when employees perceive the company's policy of employee empowerment to be strong, it will cause the employee to become more motivated and understanding of the level of employee advocacy. The above analysis supports the following hypothesis:

Hypothesis 5 (H₅). If levels of employee empowerment are strong, the airline company's advocacy on behalf of flight attendants is also high.

3. Methods

3.1. The measurements of latent variables

The questionnaire used to measure the manifest variables in this research uses positive statements for all items. The statements used for measuring latent variables are listed in Table 1. All items were assessed using a 7-point ordinal scale, with responses ranging from *totally disagree* (1 point) to *totally agree* (7 points).

3.2. Questionnaire pre-testing and revising

Because of possible differences in the questionnaire survey process among researchers and participants, the possibility of error

Table 1
Research variables and measurements.

Latent variables	Manifest variable	Measurement
1. Job Satisfaction	V1	Satisfaction with job content
	V2	Satisfaction with the airline's promotion system
	V3	Satisfaction with flight colleagues during assignments
2. Organizational Commitment	V4	Identification with the airline's goal
	V5	Identification with the airline's culture
	V6	Willingness to work hard for the airline
3. Employee Advocacy	V7	The airline provides complete and open information for employees.
	V8	The airline enables employees to share information about their experiences when using various products and services
	V9	The airline attempts to represent the employees' best interests
	V10	The airline supports employees self-improvement
	V11	The airline provides its employees with tools to help them solve their problems
	V12	The airline provides information that enables employees to choose between different options.
	V13	The airline attempts to improve employee satisfaction.
4. Organizational Innovation	V14	The airline is more innovative than competitors in deciding what methods to use in achieving targets and objectives.
	V15	The airline is more innovative than competitors in initiating new procedures or systems.
	V16	The airline is more innovative than competitors in developing new ways of achieving our targets and objectives.
	V17	The airline is more innovative than competitors in recognizing and using leverage of information and knowledge.
5. Supervisor Support	V18	Supervisors establish mutual trust and a harmonious work partnership with their subordinates
	V19	Supervisors establish good interpersonal relationships.
	V20	Supervisors establish good communication between the airline and its employees
6. Employee Empowerment	V21	The airline supports employee control of the service delivery process.
	V22	The airline allows employees the discretion to make decisions about the services they provide.
	V23	The airline removes the constraints that the service blueprint imposes and allows its employees room to maneuver when serving customers.

in the survey process cannot be completely eliminated. However, this study was designed to minimize errors. The pretest was useful because the information obtained was used to introduce modifications in the wording of certain items and to satisfactorily determine that the scales reflected the different ways the airlines can advocate for flight attendants. Face validity addressed whether the questionnaire measured the concepts being investigated (Burn, 1994). Of particular interest was whether the respondents found the wording of the items clear and understandable. Cavana et al. (2001) indicated that researchers should arrange for a small sample of respondents to answer their questionnaire, and then interview them to determine whether any items caused confusion. To avoid misunderstanding of the questionnaire by participants, the questions used in this research protocol were simple and clear, and specialized terminology, strong adjectives, and long and complex sentences were avoided. After the initial design of the questionnaire, we implemented a pretest by means of in-depth interviews with six senior supervisors and eighteen flight attendants working for six Taiwan airlines, who were aware of the subject of this study, thus giving the study a higher degree of face validity.

4. Results

4.1. Sample structure and reliability analysis

Interviews of managers of Taiwanese airlines revealed that most of the current flight attendants are women. They serve on both domestic and international routes; the difference may be in the number of service years each attendant has accumulated. Therefore, this research only accounts for the number of service years, and divides them into: (a) less than 2 years; (b) 2 to less than 4 years; (c) 4 to less than 6 years; (d) 6 to less than 8 years; (e) 8 to less than 10 years; and (f) 10 years or above.

Flight attendants employed by Taiwanese airlines were interviewed, using a convenience sampling method. Self-administered questionnaires were distributed to the flight attendants after ensuring their willingness to take part in this survey. To conduct the research, 925 copies of the questionnaire were distributed directly to the flight service departments of six airline companies, and 412 questionnaires were collected, which were encoded and filed. After removing incomplete responses and based on market share, 376 valid questionnaires remained (see Table 2). The collection rate was 40.65%.

To investigate the possibility of non-response bias in the data, a test for statistically significant differences in the response of early and late groups of returned surveys was performed (Lambert and Harrington, 1990; Lessler and Kalsbeek, 1992). For each phase, the last group of surveys received was considered to be representative of non-respondents. Each survey sample was split into two groups on the basis of early and late survey return times. Then, t tests were performed on the responses of the two groups. The t tests yielded no statistically significant differences among the survey items tested. These results suggest that non-response bias did not

Table 3
Characteristics of respondents.

	Less than 2 years	2 to less than 4 years	4 to less than 6 years	6 to less than 8 years	8 to less than 10 years	10 years or above
Frequency	73	65	46	89	46	57
Percent	19.4	17.3	12.2	23.7	12.2	15.2

significantly influence the study. The data contain responses representing all of the service periods (Table 3).

Table 4 illustrates data reliability using Cronbach's α. All constructs (latent variables) had a high reliability, with a Cronbach's α exceeding 0.7. The data reliability, in general, was acceptable.

4.2. Confirmatory factor analysis

In the measurement model, each indicator variable was predicted to load just one factor; that is, none of the indicators were complex variables. Hatcher (1998) indicated that complex variables which are indicator variables measured by multiple latent variables must be removed from the analysis. There were no covariances between any of the indicators. This is because only exogenous variables can have covariances. The psychometric properties of the measures used in this research were assessed through confirmatory factor analysis, and two complex variables were removed, namely items 7 and 16. The model fit also used the estimates of CFI, GFI, AGFI, NFI, NNFI, and RMR listed in Table 5. The results in Table 5 indicate a good fit to the data. The fit indices exceed or approach 0.9, estimated RMR was 0.0397, and AGFI exceeded 0.8.

The reliability of the measures was assessed using composite reliability and variance extracted estimates. The composite reliability of each construct exceeded 0.7 in this study, satisfying a minimally acceptable level (Hatcher, 1998). However, Fornell and Larcker (1981) suggested that variance extracted estimates should exceed 0.5. All indices exceed 0.5. Therefore, the constructs in this model performed well. This study assesses validity using the t values of the factor loadings. All indicator t values fall within the range of 14.0130−27.1934, indicating that all factor loadings are significant ($p < 0.001$) (see Table 6). This supports the convergent validity of all the indicators that effectively measured the same construct (Anderson and Gerbing, 1988).

4.3. Path analysis

Theoretical model testing was conducted with path analysis, using SEM. The CFI, GFI, NFI, and NNFI exceeded, or were close to, 0.9, and the AGFI exceeded 0.8. The research model achieved a good fit (Joreskog and Sorbom, 1993). Fig. 1 summarizes the results of the path analysis. All path coefficients in the current model were statistically significant and confirmed the relevant hypotheses.

Table 2
Subjects distribution.

	China airlines	Eva Air	TransAsia Airways	Mandarin airlines	Uni Air	Far Eastern Air Transport
Market share (%)	50.7	33.4	6.0	5.7	3.1	1.1
No. of subjects	191	126	22	21	12	4

Data Source: Market share adopted from 2011 Taiwan Civil Air Transportation Statistics, www.caa.gov.tw.

Table 4
Results of reliability analysis.

Construct	Cronbach's α
1. Job Satisfaction	0.8231
2. Organizational Commitment	0.8555
3. Employee advocacy	0.8767
4. Organizational innovation	0.8631
5. Supervisor support	0.9308
6. Employee empowerment	0.9239

Table 5
Summary of measurement statistics.

	χ^2	df	χ^2/df	GFI	AGFI	RMR	NFI	NNFI	CFI
Initial Model	861.7684	224	3.8472	0.8339	0.7776	0.0623	0.8799	0.8861	0.9076
Modified Model	396.7450	143	2.7744	0.9024	0.8567	0.0397	0.9302	0.9387	0.9538

Notes: GFI = goodness of fit index; AGFI = GFI adjusted for degrees of freedom; RMR = root mean square residual; NFI = normed-fit index; NNFI = non-normed-fit index; CFI = Bentler's comparative fit index.

5. Discussion and managerial implications

This research used Taiwanese airlines as the actual analysis object, and used SEM to verify the causal model. The results show the suitability relationships to obtain robust explanatory power.

The research results demonstrate that the flight attendant's job satisfaction and organizational commitment are directly influenced by employee advocacy (H_1 and H_2 are supported). When employee advocacy increases, the degree of job satisfaction and organizational commitment of the flight attendant may be greater. Employee advocacy may strengthen employee perceptions that the organization is satisfied that the employee is acting in accordance with established norms and policies, thereby obtaining their social approval. Employee advocacy increases employees' effort–outcome expectancy, which causes employees to believe that their efforts will be rewarded in the future. Based on the norm of reciprocity, enhanced employee advocacy causes employees to feel obligated to take the organization's welfare into account, and to help the organization achieve its objectives. Job satisfaction and organizational commitment are used to align employee attitudes with employee advocacy. The strong explanatory results derived from this research are helpful in explaining the relationship between job satisfaction and organizational commitment.

Organizational innovation directly influences employee advocacy (H_3 is supported). Good organizational innovation is helpful in increasing employee advocacy. The airlines can propose innovative service management practices designed to maximize employee participation, to increase levels of employee advocacy, and to meet anticipated demand. Because the firm is confronted with a large number of employee demands and problems with a heterogeneous quality, it often has to develop innovative methods to improve employee advocacy. To increase employee advocacy for flight attendants, it is necessary for the airlines to strengthen organizational innovation. Therefore, airlines can foster an innovative company culture that supports the acceptance of innovative projects, and exhibits a greater openness to change and to the transfer of organizational knowledge to flight attendants.

The support of supervisors directly influences employee advocacy (H_4 is supported). When supervisors support flight attendants, employee advocacy is enhanced. Supervisors may see an opportunity to repay the organization for its support, by providing support to their subordinates. Because subordinates view the perceived support they receive from supervisors as representative of the firm's favorable or unfavorable orientation toward them, strong supervisor support causes subordinates to have higher employee advocacy. Therefore, when supervisors are perceived to provide stronger support, the flight attendant perceives higher employee advocacy. Therefore, supervisors must find time to listen to flight attendants with problems, consult with flight attendants on important matters, treat flight attendants as equals, provide

Table 6
Results of reliability analysis and factor-loading analysis.

| Latent variable and manifest variable	Standardized factor loadings	Squared multiple correlations'	Composite Reliability (CR)	Variance Extracted Estimates (AVE)
Job satisfaction			0.831	0.622
V1	0.825***	0.681		
V2	0.812***	0.659		
V3	0.726***	0.527		
Organizational commitment			0.846	0.646
V4	0.805***	0.648		
V5	0.814***	0.663		
V6	0.792***	0.627		
Employee advocacy			0.896	0.589
V7	—	—		
V8	0.778***	0.605		
V9	0.753***	0.567		
V10	0.762***	0.581		
V11	0.812***	0.659		
V12	0.764***	0.557		
V13	0.732***	0.536		
Organizational innovation			0.853	0.660
V14	0.763***	0.582		
V15	0.886***	0.785		
V16	—	—		
V17	0.782***	0.612		
Supervisor support			0.886	0.722
V18	0.825***	0.681		
V19	0.886***	0.785		
V20	0.836***	0.699		
Employee empowerment			0.850	0.654
V21	0.762***	0.581		
V22	0.815***	0.664		
V23	0.846***	0.716		

***denotes a significant value ($p < 0.001$).
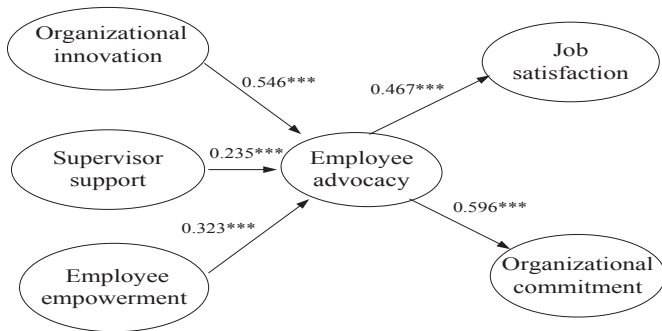
Fig. 1. Testing results of the theoretical model (Note. Path coefficients are statistically significant ***denotes a significant value $p < 0.001$).

coaching and mentoring when appropriate, and help resolve conflicts in a constructive way.

Employee empowerment is directly influenced by employee advocacy (H_5 is supported). When empowered employees have greater confidence in their ability to perform a task successfully, they exert greater effort, and persist in those efforts longer, when faced with adversity. Employees who do not feel empowered, have no authority to make decisions regarding their work-related activities, and lack sufficient autonomy, tend to have higher turnover intentions. A sense of autonomy in the workplace, accompanied by the feeling of having control over the outcomes of work, also increases effort. Employee empowerment encourages the employee to exercise autonomy, and to make decisions regarding their work, resulting in a sense of greater employee advocacy. Flight attendants will feel more empowered if the content and consequences of their work are consistent with their values and ideals. Therefore, airlines must provide flight attendants avenues for proactive involvement, with systems of support to help them get more value out of their work, to determine the ideal ways to perform tasks, and seek to design offerings that meet customers' unique, changing needs.

6. Limitations and opportunities for future research

Because of restricted funds and time, the number of research samples was limited. To conform to statistical sampling requirements, 376 questionnaires were analyzed. This is considered to be a large sample for a statistical study, and the principle will decrease progressively according to the scale effectiveness. If the number of samples were increased, it would not improve the accuracy of the study. Therefore, the existing information has a certain level of reliability. Due to the limited number of airlines, it is particularly difficult to guarantee that the samples will match the multi-variables normality hypotheses when samples are being checked. Flight attendants and office employees can be discussed separately, and this can expand the sample analysis. Comparisons can be made after analysis on different clusters, and this will provide more comprehensive information.

We explored the influence of employee advocacy on flight attendants' job satisfaction and organizational commitment, and analyzed the influence of an airline's policies on its service employees. However, other industries could produce different results. Therefore, further research should be directed toward industries with different characteristics, such as automobile salespersons or insurance agents, to test and verify our findings, and to determine differences. As we learn more about the factors that influence job satisfaction and organizational commitment of flight attendants, it will be helpful to clarify the causal relationship. These influencing factors may not be identical, but may be divided into individual and organizational levels. There is a correlation and it is helpful to control communication, information, and common goal achievement. Between these mechanisms, there is the possibility of the existence of certain combined conditions. The combined conditions of the individual level mechanisms can cause a different origin of an influential factor. With different personalities, this is also a worthy topic for future studies.

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