

**How customer stewardship sense practices shapes service employee performance:
mediating role of psychological empowerment.**

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Submitted in the partial fulfillment of the requirements for the Degree of Bachelors of Science in
Aviation Management, University of Management and Technology, Lahore.

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University of Management and Technology, Lahore

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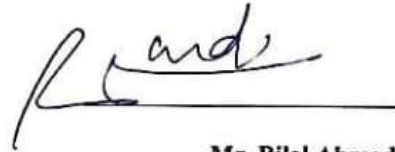
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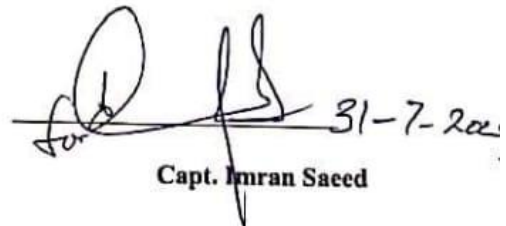
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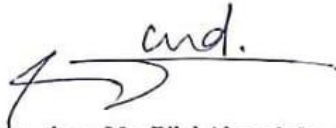


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Supervisor: Mr. Bilal Ahmed (Lecturer, IAS)

ABSTRACT

This study explores the impact of Customer Stewardship Sense (CSS) on service employee performance, focusing on the mediating role of psychological empowerment among frontline employees in the aviation industry. The research is grounded in Cognitive Evaluation Theory, which suggests that contexts supporting feelings of autonomy and competence enhance intrinsic motivation. The study hypothesizes that CSS, which involves employees deviating from formal rules to enhance customer satisfaction, promotes psychological empowerment, thereby improving job performance.

A quantitative research design was employed, utilizing convenience sampling to target frontline employees at airline check-in counters and ground handling services in Lahore. Data was collected through online surveys distributed via Google Forms and physical surveys, resulting in 153 valid responses. The survey included measures of CSS, psychological empowerment, and job performance, with reliability and validity confirmed through Cronbach's alpha and composite reliability tests.

Descriptive analysis indicated a higher number of male respondents compared to female respondents, with data collected from both genders to ensure an unbiased sample. Participants were required to have at least one year of experience in their roles to provide informed responses. Data analysis was conducted using Smart PLS, which allowed for the simultaneous examination of multiple dependent relationships and was particularly suitable for this exploratory research.

The results demonstrated that CSS has a positive impact on psychological empowerment, which in turn enhances job performance. The mediation analysis confirmed that psychological empowerment partially mediates the relationship between CSS and job performance. These findings highlight the constructive aspects of CSS, suggesting that rule-deviating behavior, when managed effectively, can lead to improved employee performance and customer service outcomes.

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Chapter 1

Introduction

The aviation sector is a cornerstone of global connection and economic development, promoting international trade, tourism, and cultural exchange (Bailey, 2021). As the aviation sector continuously evolves, it faces the challenge of meeting high customer expectations while adhering to stringent regulations (Cheng & Keskinocak, 2020). Within this context, frontline managers and employees, particularly those at airline counters and ground handling services, are crucial (Li, Sun, & Zhang, 2019). Their interactions directly influence customer satisfaction and operational efficiency, making their roles indispensable in shaping the passenger experience (Brooks, 2018).

This study aims to explore the dynamics of customer stewardship sense (CSS) and its effects on service employee performance, focusing on the mediating role of psychological empowerment (PE) among frontline workers in the aviation industry (Gao & Zhang, 2016). By studying these variables, we are trying to understand how deviations from formal rules with intentions of enhancing customer satisfaction has an impact on employee outcomes and overall service quality (Lee & Song, 2020). This research is better applied in aviation industry, where satisfying customers and following the strict rules often create a delicate balance (Anderson & Ross, 2022).

Frontline managers and employees are at the forefront of customer interactions in the aviation industry (Nguyen & Lee, 2021). The ability of frontline employees to make rapid and wise decisions in challenging situations can significantly affect customer perceptions and loyalty (Thomas & Brown, 2017). These workers frequently encounter situations where they have to make a tough decision of maintaining a balance between adhering to strict organizational rules and prioritizing customer needs to provide exceptional customer service (Park & Tran, 2018). Customer stewardship sense (CSS), defined as employees intentionally deviating from formal rules to enhance customer satisfaction, becomes a critical area of focus (Jiang & Probst, 2021).

Frontline employees, such as those at check-in counters and customer service desks, often face scenarios where adhering strictly to the rules may result in upsetting a customer which may not be in the best interest of the organization. (Martinez & Taylor, 2019). For example, accommodating a passenger who is older and has no one accompanying them or a passenger with special needs might require bending certain policies to give them some

special treatment to ensure a positive experience (Smith & Douglas, 2021). This study investigates how such rule-breaking behaviors aimed at benefiting the customer influence the employees' sense of empowerment and job performance (Carter & Rivera, 2017).

The theoretical framework of this research is grounded in Cognitive Evaluation Theory, which suggests that when employees feel autonomous and competent at their work place it enhances their intrinsic motivation (Ryan & Deci, 2000). We hypothesize that customer stewardship sense (CSS), by its very nature, may increase psychological empowerment (PE) among employees (Gagné & Deci, 2005). Psychological empowerment (PE) is expected to mediate the relationship between customer stewardship sense (CSS) and job performance (JP), suggesting that empowered employees, feeling competent and impactful, are likely to perform better in their roles (Spreitzer, 1995).

This research also draws attention to the work of Kim and Zhan (2020), who explored the beneficial effects of customer stewardship sense (CSS), on employee outcomes (Kim & Zhan, 2020). Their findings indicate that customer stewardship sense (CSS) can positively impact employees' psychological need fulfillment, leading to employees feeling less fatigued at their work place, higher job satisfaction, and increased purpose (Wong & Lam, 2016). By integrating these insights, we aim to provide a comprehensive understanding of how customer stewardship sense (CSS) can be effectively managed to enhance both employee and customer outcomes in the aviation industry (Ng & Feldman, 2017).

Psychological empowerment (PE), as a mediator in this study, is a critical factor in understanding how customer stewardship sense (CSS) influences job performance (JP) (Seibert, Silver, & Randolph, 2004). When employees feel empowered they are more likely to feel ownership of their customer and responsibility for their work, resulting to greater job performance by employees and promising workplace outcomes (Kanter, 1983). This empowers the employees by enhancing their job performance and work place experience and it also aligns with organizational goals of satisfying their customer and providing highest quality service to its customers. (Conger & Kanungo, 1988).

What sets this study apart from previous research is its focus on the positive implications of rule-breaking behavior (Morrison, 2006). While traditional views often categorize rule-breaking as deviant behavior, this study investigates the constructive aspects of customer stewardship sense (CSS), particularly in highly regulated environments like airlines (Baard, Deci, & Ryan, 2004). By highlighting the role of psychological

empowerment (PE), we provide a fresh perspective on how rule-breaking can be leveraged to improve both employee performance and customer service outcomes (Liden, Wayne, & Sparrowe, 2000).

The significance of this research rests in its capacity to provide an improved comprehension of the positive outcomes of customer stewardship sense (CSS) within highly regulated environments like the aviation industry (George & Zhou, 2007). Unlike previous studies that have predominantly focused on the negative aspects of rule-breaking, this research emphasizes the potential benefits of controlled customer stewardship sense practices (CSS) (Dutton & Heaphy, 2003). By examining these behaviors through the lens of psychological empowerment (PE), we aim to highlight how these actions can lead to enhanced employee performance and customer satisfaction (Hackman & Oldham, 1976).

Furthermore, this study differentiates itself by focusing on the mediating role of psychological empowerment (PE), a motivational construct that aligns leadership practices with employees' intrinsic motivations and self-determined actions (Deci, Connell, & Ryan, 1989). Psychological empowerment (PE) involves elements such as impact, competence, meaningfulness, and choice, which are critical in nurturing a motivated and productive workforce (Thomas & Velthouse, 1990). This approach allows us to explore the nuanced impacts of customer stewardship sense (CSS) in a way that contributes to both academic literature and practical management practices (Bandura, 1977).

This study aims to shed light on the complex interplay between customer stewardship sense (CSS), psychological empowerment (PE), and employee job performance (JP) in the aviation industry. By focusing on frontline managers and employees, we seek to understand how rule-breaking behaviors can be managed to enhance customer satisfaction and operational efficiency (Pearce & Sims, 2002). This study not only adds to the academic literature but also provides practical insights for airline management to promote a more flexible and empowered workforce (Luthans & Avolio, 2003).

Chapter 2

Literature Review

The aviation industry is essential for global connectivity and economic growth (Bailey, 2021). Within this dynamic sector, frontline employees, particularly those at airline counters and ground handling services, play a pivotal role in ensuring customer satisfaction and operational efficiency (Li, Sun, & Zhang, 2019). These employees' interactions with customers significantly impact the overall passenger experience, making their roles vital in the aviation industry (Brooks, 2018).

Customer Stewardship Sense (CSS) is defined as the intentional deviation from formal rules by employees to enhance customer satisfaction (Jiang & Probst, 2021). This concept is particularly relevant in highly regulated environments like aviation, where strict adherence to rules can sometimes conflict with the need for flexible and responsive customer service (Park & Tran, 2018). CSS embodies a proactive approach to customer service, where employees prioritize customer needs over rigid policy adherence (Kim & Zhan, 2020).

The hypothetical basis for this study is rooted in Cognitive Evaluation Theory, which suggests that giving employees autonomy and a sense of competence boosts their intrinsic motivation (Ryan & Deci, 2000). Within this framework, it is proposed that CSS promotes Psychological Empowerment (PE), a condition marked by a sense of purpose, capability, self-determination, and influence (Spreitzer, 1995). Employees who are empowered in this way are likely to perform better in their jobs as they feel more capable and effective in their roles (Seibert, Silver, & Randolph, 2004).

Psychological Empowerment (PE) serves as a mediator in this study, linking CSS to employee job performance. The mediation effect suggests that CSS leads to increased psychological empowerment, which in turn enhances job performance (JP) (Gagné & Deci, 2005). Psychological empowerment involves the perception of autonomy and the ability to make meaningful decisions at work, thus driving employee engagement and productivity (Thomas & Velthouse, 1990).

Research by Kim and Zhan (2020) indicates that CSS positively impacts employees' psychological needs, reducing emotional exhaustion and increasing job satisfaction. This research aligns with the broader literature, which indicates that empowered employees are

more engaged and perform better (Ng & Feldman, 2017). The relationship between CSS and JP is therefore not direct but mediated by the level of psychological empowerment (PE) experienced by the employees (Spreitzer, 1995).

The dependent variable in this study is Job Performance (JP), which represents the efficiency and effectiveness with which employees accomplish their job obligations (Liden, Wayne, & Sparrowe, 2000). High job performance (JP) is critical in the aviation industry, where employee actions directly affect customer satisfaction and operational success (Carter & Rivera, 2017). Empowered employees, feeling more competent and impactful, are likely to show improved job performance (Conger & Kanungo, 1988).

The independent variable in this study is Customer Stewardship Sense (CSS), defined as the tendency of employees to deviate from rules for the benefit of customer satisfaction (Jiang & Probst, 2021). CSS is expected to enhance psychological empowerment (PE), the mediator, which subsequently improves job performance (JP), the dependent variable (Spreitzer, 1995).

This study also highlights the constructive aspects of rule-breaking behavior in regulated environments like the aviation industry (Morrison, 2006). While traditional views often categorize rule-breaking as deviant, recent research underscores its potential benefits when managed effectively (Baard, Deci, & Ryan, 2004). By fostering psychological empowerment (PE), CSS can be leveraged to improve both employee performance and customer service outcomes (Liden, Wayne, & Sparrowe, 2000).

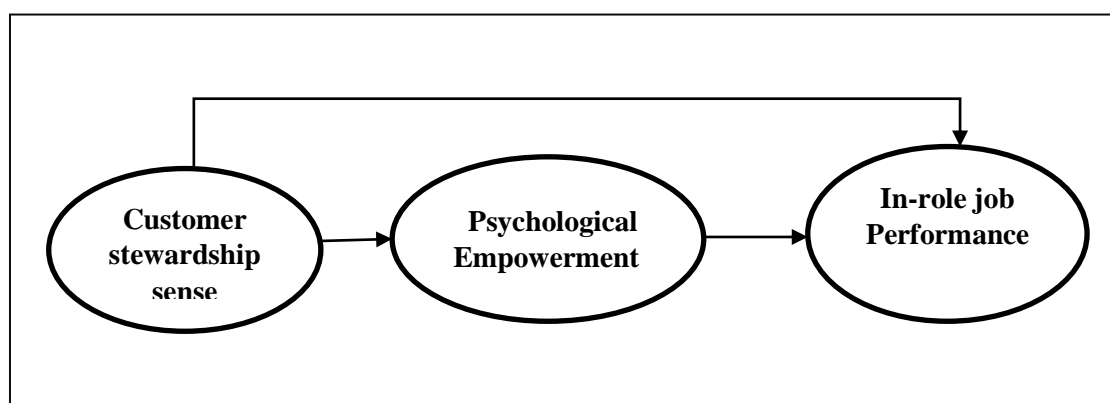


Figure 2 1. Proposed Model

Based on the proposed model, the following hypotheses are proposed for the study on CSS and its effects on service employee performance:

H1: Customer stewardship sense (CSS) has a positive impact on psychological empowerment (PE) among frontline employees in the aviation industry.

H2: Psychological empowerment (PE) positively mediates the relationship between customer stewardship sense (CSS) and in-role job performance (JP).

H3: Customer stewardship sense (CSS) directly improves in-role job performance (JP) among frontline employees.

Chapter 3

Methodology

We employed a quantitative research design to examine the impact of Customer Stewardship Sense (CSS) on psychological empowerment (PE) and job performance (JP) among frontline employees in the aviation industry (Creswell, 2014). The research utilized convenience sampling, targeting frontline employees working at airline check-in counters and ground handling services (Etikan, Musa, & Alkassim, 2016). Convenience sampling was chosen due to its practicality and efficiency in reaching the target population quickly and effectively (Taherdoost, 2016).

Random sampling was not used in this study because it was not feasible to obtain a comprehensive list of all frontline employees in the aviation sector, which is necessary for true random sampling (Acharya, Prakash, Saxena, & Nigam, 2013). Additionally, the nature of the work schedules and shifts of these employees made it challenging to ensure a truly random selection process (Bornstein, Jager, & Putnick, 2013). Convenience sampling allowed for the collection of data from a readily accessible group of participants who met the study's criteria (Etikan, Musa, & Alkassim, 2016).

The data collection was conducted in Lahore, targeting frontline employees from various airlines operating in the region. Two methods were employed to gather the data: an online survey distributed through Google Forms and physical surveys handed out in person (Wright, 2005). This dual approach ensured a broader reach and higher response rate, accommodating employees' preferences for digital or paper-based responses (Sue & Ritter, 2012).

A total of 153 respondents participated in the study, providing valuable insights into their experiences and perceptions (Dillman, Smyth, & Christian, 2014). The survey included questions designed to measure the variables of interest, including CSS, psychological empowerment (PE), and job performance (JP) (Hinkin, 1995). The online and physical surveys contained identical questions to maintain consistency and reliability in the data collection process (De Leeuw, 2008).

One of the three variables customer stewardship sense (CSS) was measured by using 5 questions. Likert scale was used to measure these questions. 1 being strongly disagree to 7 going strongly agree. Some of the sample questions asked in our questionnaire were “I feel a sense of responsibility for the customer.” “I feel a sense of ownership of the customer problems.”

The variable psychological empowerment (PE) was measured using 4 questions. Likert scale was used to measure these questions. The Likert scale ranging from 1-7. 1 being strongly disagree and 7 being strongly agree. Some sample questions asked in our questionnaire were “I often think about having greater control over my job.” And “I have a clear concept of myself as an employee who wants to have greater decision-making power.”

The variable job performance (JP) was measured by 5 questions. These questions were measured using Likert scale of 0-6. Where zero being never and 6 being always. A few sample questions that we asked in our questionnaire are “I adequately complete assigned duties.” And “I meet formal performance requirement of the job.” Before asking these questions related to our variables in the questionnaire we are asking some basic demographic questions e.g. gender of our respondents and the education level. The reason for asking education level is to know that our respondent has general understanding of English language and will be able to answer the questions asked.

Data analysis was conducted using Smart PLS (Partial Least Squares Structural Equation Modeling), statistical software known for its strength in handling complex models and small to medium sample sizes. Smart PLS was chosen because it allows for the simultaneous examination of multiple dependent relationships and is particularly effective for exploratory research where the theoretical model is still being developed (Ringle, Wende, & Becker, 2015).

Chapter 4

Results and Discussion

The findings of the descriptive analysis, presented in Table 4.1, show a higher number of male respondents compared to female respondents. This analysis also outlines the education levels of the respondents, their specific roles within the aviation sector, and their city of residence. To maintain an unbiased sample for this study, data was gathered from both male and female participants. Additionally, it was necessary for frontline employees to have at least one year of experience in their respective positions. This criterion ensured that the respondents were adequately acquainted with their work environment, allowing them to provide well-informed responses to the questionnaire.

Table 4 1.

Descriptive Analysis

Variable	Categories	Frequencies	Percentages
Gender	Male	107	69.9 %
	Female	46	30.1 %
Education Level	Bachelors	88	57.5 %
	Masters	65	42.5 %
Field	Ground Handling	43	28.1 %
	Airline Check In Counters	110	71.9 %
Experience (In Years)	Less than 1 year	15	9.8 %
	Between 1 to 2 years	34	22.2 %
	Between 2 to 4 years	45	29.4 %
	Between 4 to 8 years	25	16.3 %
	More than 8 years	34	22.2 %
City	Lahore	153	100 %

For the purpose of calculating the reliability and internal consistency of the items that are used in this study, we conducted a Cronbach's alpha test. The Cronbach's alpha reliability

(Cronbach, 1951) is among the most widely utilized measures of reliability in the social and organizational sciences. According to (Bonett and Wright 2014), cronbach's alpha is considered reliable if it meets the recommended value of 0.7 or higher, suggesting acceptable internal consistency. According to the table 4.2, we can see the values of Cronbach's alpha. We comprehend that the values of Cronbach alpha test are greater than 0.7, these constructs ranged from **0.790 to 0.894** which shows that the values are in the series of acceptable reliability. Moreover, composite reliability was calculated also in table 4.2 to also measure the reliability. Study of (Hair, Risher, Sarstedt, & Ringle, 2018) suggests the sufficient levels of reliability, 0.7 or above. All values of composite reliability (rho_c) ranging from **0.863 to 0.922** **CSS= 0.922, JP= 0.889, PE= 0.863** were more than the recommended value of 0.7 which shows that the constructs are more than acceptable in this study.

For accurate convergent validity of the constructs, (Chin & Yao, 2021) Average variance extracted (AVE) was calculated. **AVE values (CSS=0.702, JP= 0.617, PE=0.615)** show that all constructs are exceeding the value of 0.5 and this indicates an average amount of variance due to error as the values for AVE. As the for discriminant validity, it helps to establish the distinctiveness of the constructs (Rönkkö & Cho, 2020).The discriminant validity of the constructs was established using (Fornell, C., & Larcker, D. F, 1981) and the square root of AVE was found greater than correlations between the constructs. This indicates that the constructs are distinct from each other and the results are satisfactory.

Table 4 2.

Validity & Reliability Table

	CSS	JP	PE	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CSS	0.838			0.894	0.897	0.922	0.702
JP	0.610	0.785		0.842	0.846	0.889	0.617
PE	0.554	0.580	0.784	0.790	0.823	0.863	0.615

For further examinations, Confirmatory Factor Analysis (CFA) was analyzed. According to table 4.3 given below, results show that all the factor loadings were above the threshold of 0.5 which ranged from 0.637 to 0.889 in all items. The values illustrate a strong factor loading as they all fall within the acceptable range. (Hair Jr et al., 2021).

Table 4 3.

Measurement Scale Table

Factor / Item	Loading	Mean	Standard Deviation
Customer Stewardship			
Sense (CSS)			
CSS1	0.889	5.432	1.846
CSS2	0.793	5.190	1.608
CSS3	0.863	5.392	1.650
CSS4	0.815	5.327	1.616
CSS5	0.826	5.307	1.509
In-role Job Performance			
(JP)			
JP1	0.692	4.791	1.520
JP2	0.835	4.817	1.234
JP3	0.844	4.954	1.254
JP4	0.813	4.882	1.362
JP5	0.729	4.804	1.232
Psychological			
Empowerment (PE)			
PE1	0.796	5.007	1.574
PE2	0.878	5.373	1.608
PE3	0.806	5.209	1.607
PE4	0.637	4.889	1.856

Structural Model

Following the assessment of the measurement model, structural model was evaluated to determine the relationships between the variables and to test the proposed hypothesis. The model included the values of R² and Q², along with the significance and relevance of hypothesis paths. The good model fit was measured by the calculated value of R² which shows moderate explanatory power (chin1998) for both independent and dependent variable. Moreover, the predictive relevance of the endogenous constructs was established by calculating the values of Q² which were both under the acceptable level that is greater than 0. Additionally, the value of Standardized Root Mean squared Residual (SRMR) was calculated to further establish the model fit. The value of SRMR was 0.075 which is below 0, hence suggesting a good model fit. (Brown, 2015).

Looking forward, table 4.4 further evaluates the hypothesized paths and their significant levels to evaluate the goodness of fit. H1 tested the hypothesis whether there is a significant positive impact of CSS on PE and the results ($\beta = 0.400$, $t = 3.954$, $p = 0.000$) does not support this, however, there is insignificant negative impact in H1. H2 evaluates the effect of PE on JP and the results ($\beta = 0.725$, $t = 16.491$, $p = 0.000$) shows that the relationship is positive and significant. The effect of CSS on JP is evaluated in H3 and the results ($\beta = 0.291$, $t = 3.021$, $p = 0.001$) support the hypothesis that CSS is positively and significantly impacting JP. The outcomes of these tests are clearly stated in table 4.4.

Table 4 4.**Path Coefficients & Model Fit**

Path	B-Value	SD	T-Value	P-Values (At 95% Confidence)	Confidence Interval Bias Connected	
					5%	95%
H1: CSS → PE	0.400	0.101	3.954	0.000	0.215	0.551
H2: PE → JP	0.725	0.044	16.491	0.000	0.636	0.786
H3: CSS → JP	0.291	0.096	3.021	0.001	0.125	0.443
SRMR= 0.075						
R2 for PE= 0.526 , R2 for JP= 0.413						
Q2 for PE= 0.512, Q2 for JP = 0.349						

Mediation analysis

Mediation analysis was performed using smart PLS, to assess the mediating role of PE in the relationship between CSS and JP. With regards to H3, the results (see table 4.5) shows the significant total effect of CSS on JP ($\beta=0.291$, $t=3.021$, $p<0.05$). Direct effect between these two variables was also significant ($\beta = 0.291$, $t = 3.021$, $p < 0.05$) and after including the mediator i.e., PE, the indirect effect remains significant ($\beta = 0.211$, $t = 2.908$, $p < 0.05$) hence suggesting the complimentary-partial mediation (Zhao et al., 2010)

Table 4 5.

Hypothesis Testing

Total Effect Size			Direct Effect			Indirect Effect			Confidence Interval		Decision	
Coeff.	t- value	Signi.	Coeff.	t- value	Signi.	Coeff.	SE	t- value	Signi.	LCI	UCI	
H3: CSS → JP										0.091	0.326	Partial-Mediation
0.291	3.021	0.001	0.291	3.021	0.001	0.211	0.072	2.908	0.002			

Chapter 5

Conclusion & Implementation

Encouraging customer stewardship sense at work place can increase the customer satisfaction levels. Employees will be motivated to prioritize the demands of their customers. They will satisfy the customer even if it means bending certain rules. So by implying customer stewardship we will have improved customer service. When employees will feel empowered, their engagement with their job and customer will increase hence leading to better job performance. The higher job performance can reduce turnover rates. But in contrary to all these positive implications the company should also establish some boundaries for their employees. The employees should be given clear guidelines and some on job training or workshops regarding customer stewardship sense. It will help us manage the risk that comes along with customer stewardship sense. This study while offering valuable insights also has certain limitations that should be acknowledged. For overcoming the limitations for future researchers we suggest the size of our sample was insignificant. The future researcher can use both genders separately and study which gender gets more effected by customer stewardship sense and how further it effects job performance with mediating role of psychological empowerment. We gathered data only from Lahore. Data from more cities is required to diversify data and undertake more complex research. In conclusion, the research underscores the importance of psychological empowerment as a mechanism through which customer stewardship sense enhances employee performance in the aviation industry. By fostering an environment that supports autonomy and competence, organizations can achieve better service outcomes and higher employee satisfaction

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APPENDICIES

Appendix

Questionnaire

Purpose of this research is to examine the impact of psychological factors on employees' performance. Your participation in this ten-minutes survey is completely voluntary and all the data provided by you shall be aggregately analyzed without identifying your personal details. Moreover, you can withdraw from this study at any point, and you have a right to refuse to answer any question(s) for which you are not comfortable with.

1. Are you a front-line employee who directly interacts with customers on daily basis? Yes No

Please do not continue with the survey if your answer is "No"

2. Please indicate your gender. Male Female Other

3. Please indicate your education level.

Intermediate Bachelors Masters PhD or Higher

4. Please select the approximate experience (in years) that you have at your current position.

Less than 1 year Between 1 to 2 years Between 2 to 4 years

Between 4 to 8 More than 8 years

5. Please select the type of company in which you are currently working:

Ground Handling Airline Travel Agency PCAA Other

6. Please select the city in which you are currently working.

Lahore Multan Sialkot Islamabad/Rawalpindi

Karachi Peshawar Queta Gilgit Baltistan Other

On a scale of 1 to 7 where "1 = strongly disagree" and "7 = strongly agree", please indicate your level of agreement with each of the following items.

I feel a sense of responsibility for the customer. 1 2 3 4 5 6 7

I feel a sense of accountability for the customer. 1 2 3 4 5 6 7

I sense that the customers I serve are my customers. 1 2 3 4 5 6 7

I feel a sense of ownership of the customer's problems. 1 2 3 4 5 6 7

I feel responsible for customer welfare. 1 2 3 4 5 6 7

The extent to which I follow established service procedures is critically monitored. 1 2 3 4 5 6 7

The procedures to accomplish a given service task are explicitly regulated. 1 2 3 4 5 6 7

My supervisor modifies my work procedures when desired results are not obtained. 1 2 3 4 5 6 7

Feedback on how to accomplish my performance goals is frequently communicated to me. 1 2 3 4 5 6 7

I often think about having greater control over my job. 1 2 3 4 5 6 7

I have a clear concept of myself as an employee who wants to have greater decision-making power. 1 2 3 4 5 6 7

Having certain degree of power and discretion is an important part of my identity. 1 2 3 4 5 6 7

I would feel a loss if I have no discretion at all in my job. 1 2 3 4 5 6 7

On a scale of 0 to 6 where "0 = never" and "6 = always", please indicate how often do you behave the following ways:

I break rules that stand in the way of good customer service. 0 1 2 3 4 5 6

I give good service to clients or customers by ignoring organizational policies that interfere with my job. 0 1 2 3 4 5 6

I break organizational rules to provide better customer service. 0 1 2 3 4 5 6

I bend organizational rules so that I can best assist customers. 0 1 2 3 4 5 6

I adequately complete assigned duties. 0 1 2 3 4 5 6

I fulfill responsibilities specified in my job description. 0 1 2 3 4 5 6

I perform tasks that are expected of me. 0 1 2 3 4 5 6

I meet formal performance requirement of the job. 0 1 2 3 4 5 6

I engage in activities that will directly affect my performance evaluation. 0 1 2 3 4 5 6