

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**THE EFFECT OF INTERNAL COMMUNICATION ON
EXTRA-ROLE CUSTOMER SERVICE BEHAVIOR AT
OSOTSPA LOI HEIN CO., LTD**

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MBA II - 44

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ACADEMIC YEAR (2017 – 2019)

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A Thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Management (MBA)

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Internal Communication on Extra-role Customer Service Behavior at Osotspa Loi Hein Co., Ltd**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to explore the effect of internal communication on extra-role customer service behavior at Osotspa Loi Hein Co., Ltd. This study is conducted based on 125 respondents from Osotspa Loi Hein Co., Ltd (Yangon Branch). The findings of this study show that downward communication, horizontal communication and reliability of information have positive effect on affective commitment. Quality of information and reliability of information have positive effect on continuance commitment. Quality of information has positive effect on normative commitment. Furthermore, affective commitment and normative commitment are the most influencing factors on emotional support. Information sharing is mostly influenced by continuance commitment and normative commitment. Moreover, voluntary social interaction and practical assistance are mostly influenced by continuance commitment. Based on the findings, the management level should support downward communication, horizontal communication and reliability of information to enhance sales people's affective commitment to encourage emotional support. In order to support information sharing, the management level should focus on quality of information and reliability of information to enhance continuance and normative commitment. Moreover, the management level should focus on quality of information and reliability of information to increase sales people's continuance commitment to improve voluntary social interaction and practical assistance.

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CHAPTER 1

INTRODUCTION

In this world full of competition, the fundamental competency that helps any industry or any business to stand out is human resource. Among the employees working in the companies, sales people whom can be known as frontline employees of companies are as important as middle and top management level employees. Hence, understanding the factors that lead to sales force performance is critical to an organization's success. Otherwise, it can have serious consequences: rising cost of business, loss of market share, lost customers and the expense of supporting low performers.

Recently, there is increasing verification in customer service and sales management analysis that sales people's extra-role behavior which is directed toward consumers has been considered as a service strategy to escalate organizational outcomes such as competitive advantage and customer outcomes such as customer satisfaction. Extra-role customer service can be mentioned as discretionary behaviors of employees in serving customers that is beyond formal role requirements.

Organizational commitment is found to have a strong, positive influence on both extra-role customer service and cooperative behaviors. A committed employee is the one that remains with the organization during good and bad times, protects company assets, attends work regularly, and shares organizational goals and missions (Meyer & Allen, 1991; Meyer & Allen, 1991). Thus, sales people, who are psychologically attached to the organization, identify with its goals tend to go beyond their call of duty to help out their customers and colleagues.

In today's dynamic business world, organizations that effective communication with their employees create an atmosphere where employees appear to believe in the organization's goals which leads to put more effort during their workday. The overall environment is more aggressive than ever before, more universal than in the past, and more interconnected on other organizations. These changes put pressure on today's employees and a more coordinated approach is necessary for employee communication. Internal communication provides employees with information about their individual roles as well as the overall objectives and goals of the organization (Welch & Jackson, 2007).

Availability of pertinent information within the organization enables sales people to better understand how to perform their jobs well. This is because internal communication helps sales persons in coping with the inherent challenges of their boundary spanning positions by reducing uncertainties about their roles and responsibilities, and, thereby, diminishing their role stress. Therefore, effective internal communication practices significantly influence sales people's organizational commitment, which in turn, encourages their discretionary behaviors towards both customers and fellow colleagues.

Osotspa Loi Hein Co., Ltd. is one of the famous local companies in Myanmar and obviously its major turnover comes from sales and thus, committed and motivated sales people are essential for the sales growth and higher profit for a company's sustainability in the market. In this intense competitive market, extra-role service behavior of sales people is key components to maintain customer relationships and win over rival companies' sales. Committed employees never hesitate to do beyond their roles to improve their performance and company success. In order to do that, internal communication is theoretically suggested to be a key influence in the process and maintenance of employee commitment and engagement efforts. Therefore, internal communication, organizational commitment and extra-role customer service behavior at Osotspa Loi Hein Co., Ltd is focused in this study.

1.1 Rationale of the Study

No matter how the middle and top level employees set the brilliant strategies for sales growth, the desired outcome cannot be achieved without the help of salespeople who are directly contacting with customers. Extra-role behavior is defined as behavior that is not specified by job descriptions, as well as not included in developing formal reward systems. Previous studies have emphasized the importance of employees delighting the customer by providing little extras, extra attention, and spontaneous exceptional service during the service encounter for customer satisfaction and positive emotional responses. Moreover, employees who provide better service than competitors in extra-role service will affect customer's satisfaction, have higher service quality, and receive more favorable word-of-mouth (Bettencourt, 1997).

One of the key drivers of providing extra-role customer service behavior is organizational commitment. Thus, sales people's commitment to organization plays a critical role in today's business. Research has shown that there is a positive correlation between high levels of organizational commitment and job performance, as well as organizational citizenship behavior. Positive outcomes to organization of having highly organizationally committed employees include lower levels of absenteeism, tardiness and turnover intentions.

Many researchers have studied that a key driver of engagement is internal communication and organizations which practice effective communication with employees experience higher levels of engagement (Yates, 2006). Effective communications make sure that employees are fully aware of the company, its values and purposes, what is anticipated of them to accomplish the company goals and how to fully collaborate with their own roles. Effective communication is a powerful tool that can have an enormous impact on the success of any organization and it can be a cause for employee commitment.

Internal communication is an internal organizational process that provides and shares information to create a sense of community and trust among employees (Rothenberg, 2003). Building a sense of community and trust via internal communication includes establishing and maintaining relationships between an organization, supervisors, and employees (Hume & Leonard, 2014). Maintaining talented sales people whilst encouraging their extra-role behavior towards customers is one of the competitive advantages of today's companies' survival contest. As Osotspa Loi Hein Co.,Ltd. produces and distributes many brand categories, it would be a big challenge for the salesmen to achieve their targets by month. Therefore, this study will focus on learning more deeply about the salespersons' extra-role customer service behavior and how internal communication in Osotspa Loi Hein Co., Ltd. can support to gain higher organizational commitment which makes salespeople to act beyond their roles and responsibilities.

1.2 Objectives of the Study

This study is intended for two main objectives;

- (1) To analyze the effect of internal communication on organizational commitment at Osotspa Loi Hein Co., Ltd.
- (2) To examine the effect of organizational commitment on extra-role customer service behaviors at Osotspa Loi Hein Co., Ltd.

1.3 Scope and Method of the Study

This study focused mainly on the internal communication, organizational commitment, and extra-role customer service behavior in Osotspa Loi Hein Co., Ltd. Only respondents from Yangon Branch participated in the survey. Another limitation is that there are many other factors which can create employee commitment such as job satisfaction, job involvement, perceived organizational support, HR practices, leadership style and so on but they are not considered in this study. The research of this paper used the analytical method. There are 125 employees in Yangon sales team in Osotspa Loi Hein Co., Ltd. In this study, census survey method is used and 125 respondents are asked to collect the required information of the study. Among them, only 120 set of questionnaires were appropriately completed.

The questionnaire is set and distributed to sales people from Osotspa Loi Hein Co., Ltd (Yangon Branch). Most of the questions in the questionnaire are 5 points Likert-type-scale questions. The descriptive statistics such as mean and standard deviation and multiple linear regression model are employed to analyze the effect of internal communication on extra-role customer service behavior at Osotspa Loi Hein Co., Ltd. Primary data are collected from respondents by using structured questionnaire. The questionnaire consists of four sections; demographic, internal communication, organizational commitment, and extra-role customer service behavior. Secondary data are received from related text books, articles, websites, international dissertations, and other local MBA research papers from library.

1.4 Organization of the Study

This paper is organized into five main chapters. Chapter one includes introduction about the study. Then rationale of the study, objectives of the study, scope and method of

the study and organization of the study are explained. Chapter two is about theoretical background of the study. The components are variables of the study and operational definitions, concept of internal communication, organizational commitment, and extra-role customer service behavior, empirical study, and finally conceptual framework of the study. Chapter three describes the company profile and the descriptive explanation of research. Chapter four is the analysis of the effect of internal communication on organizational commitment and the influence of organizational commitment on extra-role customer service behavior. Chapter five consists of conclusion which discusses the findings and discussions, suggestions and recommendations, and needs for further research.

CHAPTER 2

THEORETICAL BACKGROUND

This chapter includes the theories and concepts that form theoretical framework of the study. The highlight of theoretical background of the study which is internal communication, organizational commitment and its relationship with extra-role customer service behavior is explained in this chapter. Internal communication plays as an important factor for every organization in constructing the employees' organizational commitment and extra-role customer service behavior.

2.1 Internal Communication

In order to retain a satisfied and motivated workforce, senior level must continually find ways to meet individual employee needs and encourage their creativity, while persuading them to act aligned with organizational objectives (Kitchen & Daly, 2002). One approach used by organizations to retain satisfied and motivated employees is internal communication (Ruck & Welch, 2017). Internal communication is a process which provides employees with information about their individual roles as well as the overall objectives and goals of the organization (Welch & Jackson, 2007).

The term internal communication is widely accepted in the corporate communication and public relations literature to describe communication within the boundaries of an organization. Internal communication is interpreted as the transfer of information both informal and formal between management and employees within the organization. The Watson Wyatt Worldwide survey (2014) found that organizations with efficient communication are more likely to be effective in numerous aspects of communications.

An increasing amount of research has been published on internal communication within the human relations, organizational psychology, management, and internal marketing literature. Numerous authors consider the concept as an important, challenging area which strengthens the connection between an organization and its stakeholders, particularly employees. Among the different functions of corporate communication, internal communication is believed to be one of the most significant. Internal

communication is suggested as a positive internal and external image and reputation (Kitchen, 1997).

Internal communication has been established as playing a vital role in developing positive employee attitudes (Gray & Laidlaw, 2004), strong organizational identification (Smidts et al., 2001), organizational commitment (Jo & Shim, 2005), and favorable communication behavior (Kim & Rhee, 2011). These attitudes are associated with favorable outcomes including increased productivity, improved performance, favorable financial results, organizational effectiveness, and employee engagement (Bovee & Thrill, 2010). All of these outcomes support a decrease in employee turnover and increase employee satisfaction, motivation, and commitment (Welch, 2011).

Internal communication consists of different types of information including employees' roles, personal impact, team information, project information, and organizational issues. Organizations and supervisors must communicate with their employees about company goals, visions, and values, as well as specific role-related tasks, in order to encourage employees to respond with feedback (Bennis, 1985). Therefore, it is important to understand how internal communication enhances organizational effectiveness and whether internal communication is linked to employee engagement. To measure the internal communication of employees, five factors of the communication climate survey developed by Dennis (1974) for internal communication are utilized in this study. These factors were: downward communication, upward communication, horizontal communication, quality of information and reliability of information.

2.1.1 Downward Communication

Downward Communication appears once information and messages flow down through an organization's formal chain or hierarchical data structure. On the other hand, messages and orders begin at the higher level of the organizational hierarchy and flow down to the lower levels. Downward communication creates efficiencies because instructions and information come from top of the organization which has the power to coordinate activities. Employees are given responses from the supervisors who manage them.

The most usual types of downward communication are daily instructions of department managers or line managers to employees. Downward communication offers

update information about key organizational changes, new goals, or strategies; gives performance feedback at the organizational level; organizes initiatives; announces an official policy (public relations); or enhances worker morale or consumer relations.

Canary (2011) has identified general purposes of downward communication:

1. **Implementation of goals, strategies and objectives.** Communication of new strategies and goals provide information about specific targets and expected behaviors.
2. **Job instructions and rationale.** These are directives on how to do a specific task and how the job relates to other activities of the organization.
3. **Procedures and practices.** These are messages informing the organization's policies, rules, regulations, benefits, and structural ordering so as to get some extent of consistency in organization practices.
4. **Performance feedback.** Departmental progress reports, individual performance evaluations, and other methods are applied to communicate departments or individuals how well they are doing for performance standards and goals accordingly.

2.1.2 Upward Communication

Upward communication is the procedure of information transferring from the bottom to the top levels of hierarchy. Items typically communicated upward include progress reports, proposals for projects, proposals for sales campaign, budget estimates, grievances and customer complaints, suggestions for improvements, and schedule concerns. Upward communication encourages employees to share their needs, opinions and feelings. Upward communication is an essential information source to make business decisions for top level management.

Managers today need to encourage unforced or impromptu upward communication from employees without asking first. Some companies organize competitions and award prizes for the most innovative and creative problem solving ideas and advices. Before employees feel relax making such kinds of suggestions, they must believe that management will acknowledge their contributions and not unintentionally undermine or neglect their efforts. Some organizations have whistleblower hotlines that help employees to share information freely about dangerous, unethical, or illegal activities anonymously to avoid viable revenge by higher-ups on the company.

Types of information communicated in an organization are as follows (Canary, 2011).

1. **Problems and exceptions.** These messages mention severe issues and special cases apart from routine activity so as to make the leader aware of problems and issues.
2. **Suggestions for improvement.** These messages are ideas of improving task-related procedures to increase the quality or efficiency of organization members.
3. **Performance of reports.** The messages include periodic reports that inform the leader how individual organization members and departments are performing.
4. **Grievances and disputes.** These messages are employee or customer complaints and conflicts that travel up the organization hierarchy for a hearing and possible resolution. If the grievance process is supported by the bargaining consensus, organization members are even more inspired to reveal true feelings.

2.1.3 Horizontal Communication

Horizontal communication is the information flow between people, divisions, departments or units within the peer level of organizational ranking (i.e., peer-to-peer communication). The key objective of almost horizontal communication is to get support or coordinate activities, reduce misunderstanding between departments working on the same project, thereby, uplifting efficiency and productivity. People at the similar work level in the organization can collaborate together to find out solutions for problems or issues in an informal and as-needed basis.

Horizontal communication groups into one of three classification (Canary, 2011):

1. **Intradepartmental problem solving.** These messages take place between members of the same department in an organizational system and concern task accomplishment.
2. **Interdepartmental coordination.** Interdepartmental messages facilitate the accomplishment of joint projects or tasks in an organizational system.
3. **Staff advice to line departments.** These messages exchange across departments at the same level in an organization.

2.1.4 Quality of Information

Quality of information is a multi-attribute concept. If the attributes that define quality of information are of high quality or valuable, then the information can be said

having good quality. Quality communication is crucial to achieving organizational effectiveness, employee performance and motivation (Maltz, 2002). The attributes of quality of information are:

1. **Timeliness** – The speed at which the information is received. Normally, the faster the information better is its quality.
2. **Appropriateness** – is the suitability matching of the receiver and the information, more the suitability of the information to the receiver, better its quality.
3. **Adequacy** – means information must be sufficient in quantity which helps for decision-making process. Inadequacy of information leads to crisis, information overload can result in chaos.
4. **Accuracy** – is the correctness of the information. Normally, the more accurate the information, the higher is its quality.
5. **Completeness** – is the measure of comprehensiveness. It needs to make sure that the information provided offers the absolute picture of reality and not a part of the picture.

These attributes define the quality of information. A high outcome on each of these factors shows that the quality of information is good.

2.1.5 Reliability of Information

Reliability of information is the probability that information is correct and introduced reliability into the value of information. Information is considered as reliable if it is free from error, personal opinions and estimates, is based on data that can be checked or verified, and is from reliable sources.

Information has a value in decision making. Information makes clarification and enhances intelligent and better response in mind. The reliability of information is a major factor for quality. The understanding of reliability results from previous experience, the standing/reliability of the source, the methodology applied to obtain and process the information and the channel of delivery.

2.2 Organizational Commitment

Organizational commitment is considered as one of the major determinants of organizational effectiveness. Nowadays, management is recognizing the link between organizational commitment and various organizational outcomes such as job performance,

absenteeism, and employee turnover. Many studies also showed a positive relationship between the affective component of organizational commitment and service quality (Boshoff & Mels, 2000).

Organizational commitment has been defined as the extent to which an individual identifies and is involved with his/her organization and/or is willing to leave it. Organizational commitment also has been defined as both an attitudinal and a behavioral construct. The attitudinal definition of organizational commitment relies on the employee's development of an emotional or psychological attachment to the organization (Meyer & Allen, 1991). On the other side, the behavioral definition of organizational commitment is based on cost-benefits decisions of leaving or remaining with the organization (Becker, 1992). Other researchers indicated that employee commitment combines both employees' feelings about the organization and their desire to stay with it.

Due to the job nature of the sales people and the visible impact of their activities and behaviors on organizational performance, one would typically expect a positive and a stronger correlation between organizational commitment and performance for sales people as compared to non-salespeople. Organizational researchers and managers focus on employees' organizational commitment based on the idea that organizations with committed employees work better long-term performance (Bentein et al., 2005). Over the decades, studies involving organizational commitment have also been pervasive in sales research (Brown & Peterson, 1993). Organizational commitment by salespeople is important because of the demonstrated positive relationships between it and extra-role customer service behavior.

A well-accepted definition of organizational commitment is the extent to which an employee identifies with the firm and its goals (Mowday & Porter, 1979). In other words, employees emotionally attach to their organization as they come to believe in its values and vision (Mulki & Locander, 2006). Three-component model of organizational commitment spotlights the affective connection, perceived costs, and perceived obligation features of organizational commitment (Meyer & Allen, 1991). Three dimensions of organizational commitment are focused in this study – affective, continuance, and normative.

2.2.1 Affective Commitment

The first dimension of organizational commitment within the model is affective commitment, which means the individual's emotional association to the organization. Affective commitment is the employee's affectional attachment to, identification with, and participation in the organization (Meyer & Allen, 1991). Organizational members, who are affectively committed to an organization, proceed working for the organization as their wish (Meyer & Allen, 1991). Members who are affectively committed towards organization stay longer at the organization as they believe their personal employment relationship as consistent to the goals and values of the organization.

The strength of affective organizational commitment is overwhelmed by some degree to which the individual's requirements and anticipations about the organization are matched by their actual experience. On the other hand, affective commitment can be described as value rationality-based organizational commitment, which refers to the degree of value congruence between an organizational member and an organization.

Affective commitment is impacted by factors such as job risk, role and goal clarification, and goal complication, receptiveness by management, peer bond, equity, personal great importance, response, cooperation, and dependability (Meyer & Allen, 1991). Affective commitment development involves identification and internalization. Individuals' affective attachment to their organizations is built on identification with the inclination to build a rewarding relationship with an organization. Secondly, through internalization, this refers to congruent goals and values held by individuals and the organization. In general, affective organizational commitment is concerned with the extent to which an individual identifies with the organization (Meyer & Allen, 1991).

Affective commitment is a strong belief in and acceptance of the organizational goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization, given opportunities to change jobs (Mowday & Porter, 1979). Affective commitment means commitment based on emotional ties the employee builds with the organization primarily via productive work experiences.

Since sales people who experience greater levels of affective commitment to the organization are less likely to voluntarily leave (Brown & Peterson, 1993), commitment can decrease the disruption and costs associated with sales force turnover. Although prior

research differs regarding the causal direction of the relationship between sales people job performance, satisfaction, and organizational commitment, both job performance and satisfaction are antecedent to sales people organizational commitment (Brown & Peterson, 1993). Other researchers (Babakus & Cravens et al.,) report the same causal ordering among these important sales person job outcomes.

2.2.2 Continuance Commitment

The second dimension of the organizational commitment is continuance commitment. Continuance commitment can be described as awareness of the costs associated with quitting the organization. It is calculative in nature due to the individual's opinions or weighing of costs and challenges related with quitting the current organization (Meyer & Allen, 1991). Organizational members build commitment to an organization due to the positive extrinsic rewards gained through the effort-bargain without describing with the organization's goals and values.

The strength of continuance commitment, which implies the need to stay, is determined by the perceived costs of leaving the organization (Meyer & Allen, 1991). Therefore, continuance organizational commitment will be the strongest when availability of alternatives is few and the numbers of investment are high. This debate highlights the perspective that when given better options, employees may depart from the organization.

Accrued investments and poor employment alternatives tend to force individuals to be committed because they need to (Meyer & Allen, 1991). This means that individuals work in the organization, because they are tempted by other accumulated investments which they could sacrifice, such as pension plans, seniority or organization specific skills. The concept continuance organizational commitment is described as an exchange framework, whereby performance and loyalty are gained as a consequence for material benefits and rewards. Therefore, in order to maintain employees who are continuance committed, the organization needs to provide more attention and acknowledge to those elements that upgrade the employee's morale to be affectively committed.

Additionally, continuance commitment is the result of an individual's decision to be with an organization due to the personal time and resources already dedicated to the company and due to the financial costs of switching jobs (Commeiras & Fournier, 2001).

In other words, continuance commitment reflects commitment based on the perceived costs, both economic and social, of leaving the organization.

2.2.3 Normative Commitment

Normative commitment is the final dimension of the organizational commitment model. Normative commitment is mentioned as a feeling of responsibility to continue employment. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Meyer & Allen, 1991). Furthermore, normative commitment is described as the work behavior of individuals, guided by a sense of duty, obligation and loyalty towards the organization (Wiener & Vardi , 1980). Organizational members are committed to an organization based on moral reasons (Iverson & Deery, 2001). The normative committed employee decides it morally right to continue working in the organization, regardless of how much status encouragement or satisfaction the organization offers him or her over the years.

The power of normative organizational commitment is impacted by accepted regulations about reciprocal responsibility between the organization and its members (Suliman & Iles , 2000). Based on the social exchange theory, the reciprocal obligation suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (MacDonald & Jessica, 2006). This describes that individuals feel a responsibility to reimburse the organization for supporting them, for example through training and development. However, it is argued that this moral obligation arises either through the process of socialization within the society or the organization (Meyer & Allen, 1991). It is depended on a norm of cooperation; on the other hand, if the employee accepts a benefit, it places him or her, or the organization under the moral obligation to counter in kindness. In addition, normative commitment can be defined as the totality of internalized normative pressures to act in a way which meets organizational goals and interests (Wiener & Vardi , 1980). Furthermore, normative commitment reflects commitment based on perceived obligation towards the organization, for example, rooted in the norms of reciprocity.

The three-component model offers suggestion that an employee can observe different levels of all three types of commitment. The framework has been applied by researchers to anticipate employee performance results, involving jobs movement and citizenship behaviors, job performance, absenteeism and lateness (Meyer et al., 2002).

2.3 Extra-role Customer Service Behavior

In an organization, every employee is predicted to work with certain roles as mentioned by job descriptions and superior's expectations. However sometimes individual perform certain tasks or exhibits certain behavior which attempts to benefit the organization that goes beyond existing role expectations. There is large number of instances in organizations when employees assist their fellow employees which are not part of their job duties. Such kind of support is voluntary and does not acknowledge in any formal reward. Such 'extra role behavior' is defined as organizational citizenship behavior.

Organizational citizenship behavior is mentioned as – individuals' behavior that is not directly or explicitly acknowledged by the formal reward procedure and it spotlights the efficient and effective operation of the organization (Organ, 1988). Organizational citizenship behavior has been positioned as a larger framework of extra role behavior that enhances the effective bonds among organizational members arises from, generates positive emotional states of members and promotes consensus rather than conflict. Extra-role behavior is an effort voluntarily exerted beyond role descriptions for the benefit of the firm (Kim & R. Mauborgne, 1996). Extra-role behavior is mostly associated with positive consequences such as decreased voluntary turnover among sales people or individual employee performance (Van Dyne & LePine, 1988).

In many companies, sales people are the source of differentiation and competitive advantage. Customer satisfaction, service quality perceptions, and decisions to buy and distribute products are significantly influenced by the attitudes and behaviors of these company representatives. Sales people contribute to service excellence by delivering on the promises of the firm, by creating a favorable image for the firm, by going beyond the call of duty for customers, by promoting the firm's products and services and, in general, by providing better service than the competition.

Extra-role customer service is defined as discretionary behaviors of employees in serving customers that extend beyond formal role requirements. Recent marketing literature spotlights the importance of employees “delighting” the customer by providing “little extras,” “additional attention,” and “unprompted” exceptional service during the service encounter for customer satisfaction and positive emotional responses. To measure the sales people extra-role customer service behavior, four dimensions of extra-role

behavior developed by Chang & Chen (2012) for salespersons are applied in this study. These factors are: emotional support, information sharing, voluntarily social interaction and practical assistance.

2.3.1 Emotional Support

The first dimension of extra-role customer service behavior is “emotional support” which is defined that sales people deal with emotions or offer encouragement and comfort while their customers are experiencing difficulties (Vaux et al., 1987). Emotional support includes 7 categories - (1) listened, (2) provide encouragement, (3) provide interpersonal intimacy, (4) created quasi-family bonding, (5) reflected understanding, (6) reflected sustained concern, and (7) distracted from depression.

2.3.2 Information Sharing

The second dimension of extra-role customer service behavior can be described as “information sharing” which includes 4 categories – (1) informed the market information or daily news, (2) provide suggestions, (3) provide referral, and (4) search for information. Retail sales people often serve as a critical chain between retailers and their customers. Sales people can provide information and service that help customers during the buying process. Information sharing can be mentioned as sales people try their best to serve customers by sharing information, which let customers make more choices and suggestions to improve the service experience, even if it is beyond sales people job description.

Sales people normally are the first to be aware of changes in the market and often share the rich information within or without the organization (Steward & Michelle , 2008). They may be unaware that the information they share might be useful to others. Sales people alter economic transactions into nurturing activities such as “sharing” or “teaching” to solve customer’s problems; even it is not related to the sales people’s business. As the above research suggested, sales people’s information sharing or transferring is a critical component of sales people’s extra-role customer service behavior.

2.3.3 Voluntary Social Interaction

The third dimension of extra-role customer service behavior refers to “voluntary social interaction” which describes when sales people spend free time with customers outside the working environment voluntarily. These include 3 categories- (1) ordinarily voluntarily visit and call to see how customers were doing, (2) communicated regards for a special day or case, and (3) provided accompaniment. A further conceptually alike construct is customer voluntary social interaction dimension of friendship with an upline sponsor (Kent, 2007). It measures the extent of a customer spends a free afternoon with their sponsor. Moreover, the social interaction term is often used by social scientists in discussing social support.

2.3.4 Practical Assistance

The final dimension of extra-role customer service behavior is “practical assistance” which describes how sales people generally responded to customers’ problem in a special situation and accommodated their needs, even though it is out of control of sales people duty. These include 4 categories - (1) provided aids (including financial support), (2) provided direct assistance (including emergency assistance), (3) provided customers with extra services, and (4) concerned in customers’ situation.

2.4 Previous Studies

Many studies have investigated and shown internal communication and organizational commitment as predecessors of extra-role customer service behavior. This paper analyzes the effect of internal communication on organizational commitment and the effect of organizational commitment on sales people’s extra-role customer service behavior. Therefore, the relationship between each variable is explained in this section.

2.4.1 Relationship between Internal Communication and Organizational Commitment

The importance of effective communication has been recognized through several studies in different industries (Downs & Hazen, 1977). Most researchers believe naturally that a positively perceived communication environment substantially supports to

organizational commitment. Management practices like internal communication that demonstrate and strengthen organizational support and care towards its employees seem quite promising in assisting sales people to identify their organization and its goals, and in bringing out a sense of affiliating towards their organization.

Communication is necessary to provide notable information and to insist the employees on doing something better. Communication will also promote sense of belonging among employees which is critical to foster commitment and cohesiveness among employees (Raineri, 2011).

Meyer & Allen (1997) wrote substantially about the antecedents for various commitment components (affective, continuance, and normative), but internal communication was not described as one of them. The only reference given to communication was related to how the manner of communicating organizational policies results affective commitment.

Internal communication is positively related with employee loyalty, performance, and behavior, organizational commitment, job satisfaction (Carriere & Bourque, 2009), communication satisfaction and organizational identification (Smidts et al., 2001). The commonality between these individual-level consequences is their favorable organization-level outcomes. According to previous studies, individual-level consequences have the ability to support to overall organizational effectiveness (Welch & Jackson, 2007).

Dennis' communication climate survey includes five factors: superior-subordinate communication, quality of information, superior openness/candor, opportunities for upward communication, and reliability of information. Considering the communication climate at an organization will give insight into employee's opinions about the communication they receive, the quality and reliability of the messages, and the transparency of their workplace. In this study, Dennis' communication climate survey will be utilized in a questionnaire to determine an employee's perceptions about their organization's internal communication practices.

A finite amount of research has been able to link internal communication to employee engagement variables. Organizations that communicate effectively gain less turnover and resistance, higher shareholder returns, increased commitment and higher levels of employee engagement. Effective communication practices escalate employee engagement, commitment, retention, and productivity, which, lead to improve business

performance that result in higher financial returns (Yates, 2006). The Watson Wyatt Worldwide study of 2002 found that organizations that were, highly effective communicators were 4.5 times more likely to have highly engaged employees, which placed them for better financial results (Yates, 2006).

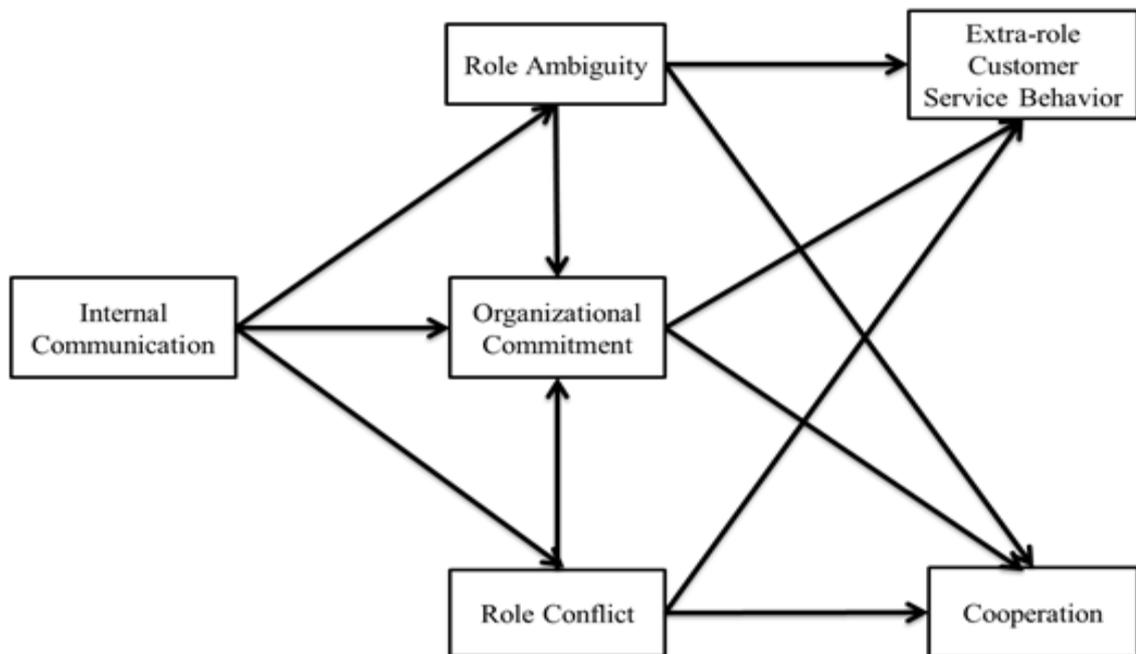
Two studies which explore some of the individual-level outcomes of internal communication found a positive connection between internal communication and job satisfaction, organizational commitment, and organizational identification. It is found that there is a significant and positive association between internal communication and two job outcomes: job satisfaction and organization commitment. Both of these outcomes are associated with individual-level work attitudes. Two important implications were found for internal communication (Carriere & Bourque, 2009). First, managers are unable to generate job satisfaction and organizational commitment within their team through internal communication if they cannot gain insight into what information is valued by their employees. Second, managers must cherish the value and quantity of information required by employees before they execute internal communication practices. This indicates that knowledge of information requirements as well as the quantity and quality of information are essential antecedents to internal communication. Employee communication is anticipated as the sufficiency and usefulness of information an employee receives about their organization and individual role (Smidts et al., 2001).

These studies illustrate the significance of internal communication in demonstrating an organization's ability to generate a cognitive, emotional and behavioral response in their employees (Carriere & Bourque, 2009); (Smidts et al., 2001). These responses, when positive and favorable, extract mutually favorable consequences for the organization and its employees (Carriere & Bourque, 2009). This suggests that an organization's management level and supervisors have the ability to generate beneficial attitudes in their employees which lead to positive outcomes (i.e., employee engagement) for both the organization and employee (Welch, 2011). Employee engagement has emerged as a major concept in both practice and academy because of the links with favorable organizational and individual outcomes.

To conclude, commitment and engagement associate closely to each other, it can also be presumed that the relationship between internal communication and engagement apply, at least to some degree, with internal communication and commitment as well. As seen in Figure (2.1), the previous research studied the relationship of internal

communication and prosocial behavior of front-line employees by Neeru & Anna (2016). This study focuses on the effect of internal communication on organizational commitment and the influence of organizational commitment on extra-role customer service behaviors.

Figure 2.1 Internal Communication and Prosocial Service Behaviors of Front-line Employees



Source: Neeru & Anna (2016)

2.4.2 Relationship between Organizational Commitment and Extra-role Customer Service Behavior

Organizational Citizenship Behavior (OCB) was originally defined by Organ (1988) as discretionary work behavior not explicitly acknowledged in the formal reward system. Such behavior directed at customers has been mentioned as customer-focused OCB or service-oriented OCB or extra role customer service behavior (Bettencourt, 1997). This study acquires that citizenship behavior performed by service employees intercommunicating with their customers may be taken account role requirements. Service-oriented OCB (SOCB) is described as citizenship behavior typically acted by employees who keep in touch with customers (Bettencourt et al., 2001).

Organizational commitment is one of the important factors which supports to enhance Organizational citizenship behavior. An employee's organizational commitment is positively related to organizational citizenship behavior (O'Reilly & Chatman , 1986). According to previous studies, the research model as seen in Figure (2.2) represents the relationship between organizational citizenship behavior model derived by Graham (1991) and organizational commitment model derived by Meyer & Allen (1991). Becker (1992) also provides support for a significant relationship between commitment and OCB. It is suggested that a significant relationship exists between the quality of the supervisor-subordinate relationship and subordinates' commitment and altruistic organizational citizenship behaviors.

Research on commitment has supported strong evidence that affective and normative commitment are positively associated and continuance commitment is negatively associated with organizational results such as performance and citizenship behaviors. Moreover, affective commitment related positively to in-role performance and organizational citizenship behaviors, while continuance commitment was not associated with in-role performance but negatively correlated with organizational citizenship behaviors. In addition, normative commitment moderated the relationship between affective commitment and in-role performance as well as organizational citizenship behaviors. The linear relationship between affective commitment and in-role performance/ organizational citizenship behaviors was stronger for those with lower normative commitment.

Exploring the role of commitment in affecting sales people's effort and performance, (Ingram & Skinner, 1989) in their study on 231 industrial sales people found a positive relationship between salespeople's effort and their level of job commitment. In previous studies (MacKenzie & Ahearne , 1998), 672 insurance sales people found that organizational commitment leads to extra-role performance. Therefore, higher commitment to sales goals leads to higher performance of sales people. It was found that affective commitment had a significant impact on sales people performance (Joshi & Randall , 2001). A meta-analysis was done to investigate the relationship between organizational commitment and job performance (Jaramillo & Marshall, 2005). Their meta-analysis of 51 empirical studies conducted over the past 25 years across 14 countries revealed a positive relationship between organizational commitment and job performance.

Without commitment of sales people for their jobs, organizations cannot function properly. If sales people are not committed, they will not show any interest in building relationships with the customers and that will adversely affect profitability of the organization. In the face of fierce competition, where every organization is striving to distinguish itself from other organizations, having a committed salesforce is no less than a boon. Not only commitment for sales organizations is importance, but also it is crucial to take account consequences of salesforce commitment.

Figure 2.2 Relationship between Organizational Citizenship Behavior and Organizational Commitment

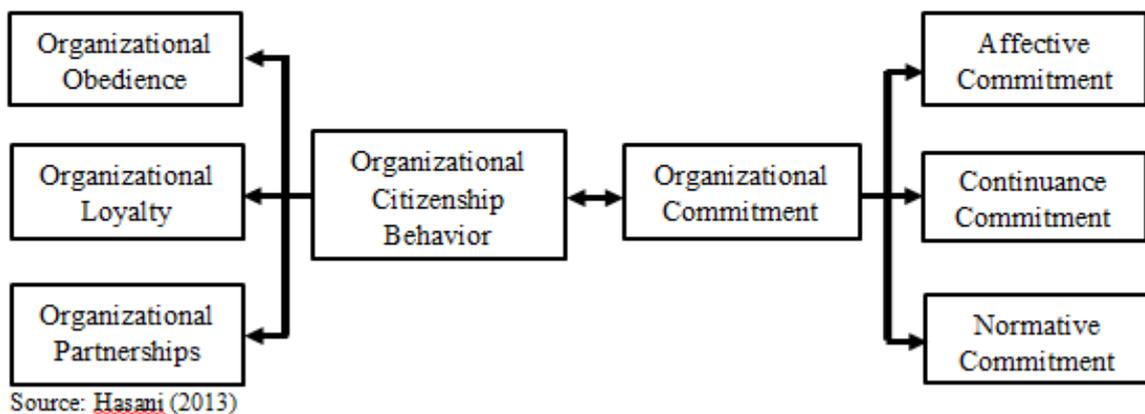
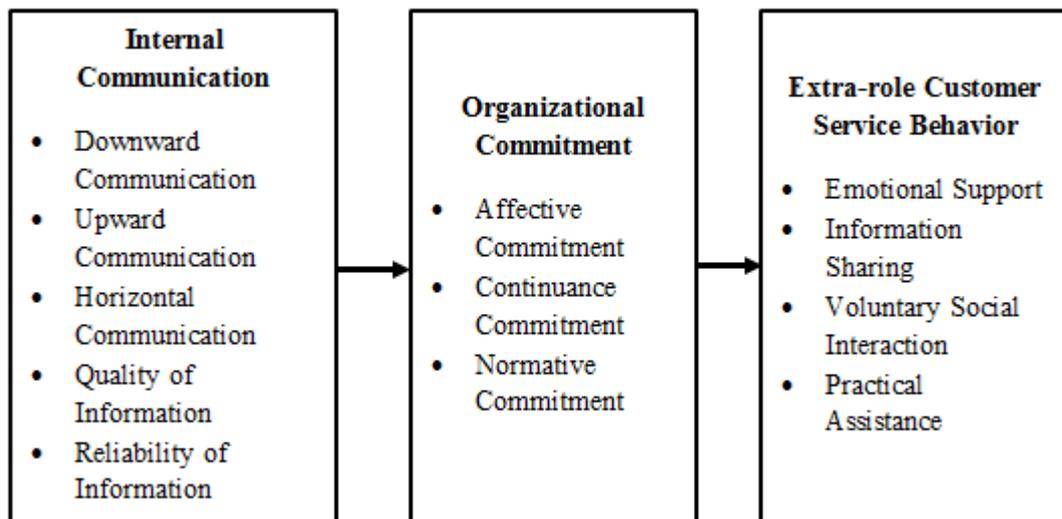


Figure (2.2) represents the relationship between organizational citizenship behavior and organizational commitment. According to research findings, organizational commitment is significantly related with some aspects of organizational citizenship behavior. Individuals committed to organization show more sacrifice, prudence, and faithfulness. Result of this research confirmed that organizational commitment was essential for an organization to improve its performance and the organizational commitment was significantly associated with organizational citizenship behavior.

2.5 Conceptual Framework

According to previous studies, Neeru & Anna (2016) showed the relationship between internal communication and prosocial behavior of front-line employees in Figure (2.1) and the relationship of OCB model and organizational commitment (Kaveh Hasani, 2013) are illustrated in Figure (2.2). The research model as seen in Figure (2.3) was derived from previous studies. In this study, there is one independent variable which is internal communication, along with two dependent variables which are organizational commitment and extra-role customer service behavior. Extra-role behavior is measured based on the provision of internal communication and organizational commitment.

Figure 2.3 Conceptual Framework of the Study



Source: Own Compilation (2019)

The conceptual framework as seen in Figure (2.3) was developed to conceptualize the relation between dependent variables and independent variable. It includes five internal communication factors, namely downward communication, upward communication, horizontal communication, quality of information and reliability of information and how these factors affect employees' organizational commitment such as affective commitment, continuance commitment and normative commitment. Extra-role customer service behavior is measured by four dimensions developed (Chang & Chen, 2011) for salespersons and divided into emotional support, information sharing, voluntary social interaction and practical assistance.

CHAPTER 3

PROFILE AND INTERNAL COMMUNICATION OF OSOTSPA LOI HEIN CO., LTD

This chapter aims to study profile and internal communication of employees by Osotspa Loi Hein Co., Ltd. structured questionnaire is used to survey employees to examine their communication within the organization. This chapter starts with profile of Osotspa Loi Hein Co., Ltd and includes its organization structure. It also examines the internal communication of employees by Osotspa Loi Hein Co., Ltd.

3.1 Profile of Osotspa Loi Hein Co., Ltd

Loi Hein Co., Ltd is an organization which is functioning about manufacturing, marketing, selling and distributing fast moving consumer goods (FMCG) in Myanmar. Osotspa Loi Hein Co., Ltd is one of the business units of Loi Hein Company and it is joint venture with Osotspa Company from Thailand in March 2015. It manufactures Energy Drink (Shark, Royal Lipo) and other Energy Drink brands such as M-150, M-Storm and Red Horse are imported from Osotspa Company in Thailand to Myanmar by Loi Hein Company.

Osotspa Loi Hein Co., Ltd's vision, mission and values express where Osotspa Loi Hein Co., Ltd is headed and it is essential for empowering employees and business to grow and progress. The vision is to develop Osotspa Loi Hein Co., Ltd into the leading consumer goods distribution and marketing company in Myanmar. Osotspa Loi Hein Co., Ltd value consumers as the heart of everything they do. The mission is to offer high quality products at an affordable price which is aimed to make Myanmar consumers feel good and contribute to their life enjoyment. Osotspa Loi Hein Co., Ltd believes in brands that create strong emotional bonding with consumers. Thus, Osotspa Loi Hein Co., Ltd conducts the operations with integrity and respect for the many people, organizations and environments our business touches.

Figure 3.1 refers to the organization chart of Osotspa Loi Hein Co., Ltd with 4 departments such as Sales, Marketing, HR and Finance. The energy drink products sold by Osotspa-Loi Hein are Shark, M-150, Royal Lipo, M-storm, Red Horse, and so on.

Generally, most of the products of Loi Hein group of Companies are distributed via a variety of the following sale channels –

(1) Wholesale: This is the main source of sale that Osotspa Loin Hein Co., Ltd relies heavily on. It has a credit system and cash sale as well. The company also makes some campaigns for the customers about the incentive related to advance payment system. What makes Osotspa Loin Hein Co., Ltd unique from the other companies in Myanmar market is “Advance Payment System”.

(2) Direct Sale: which refers to distributing the products to stores and retailers and it only accepts cash sale.

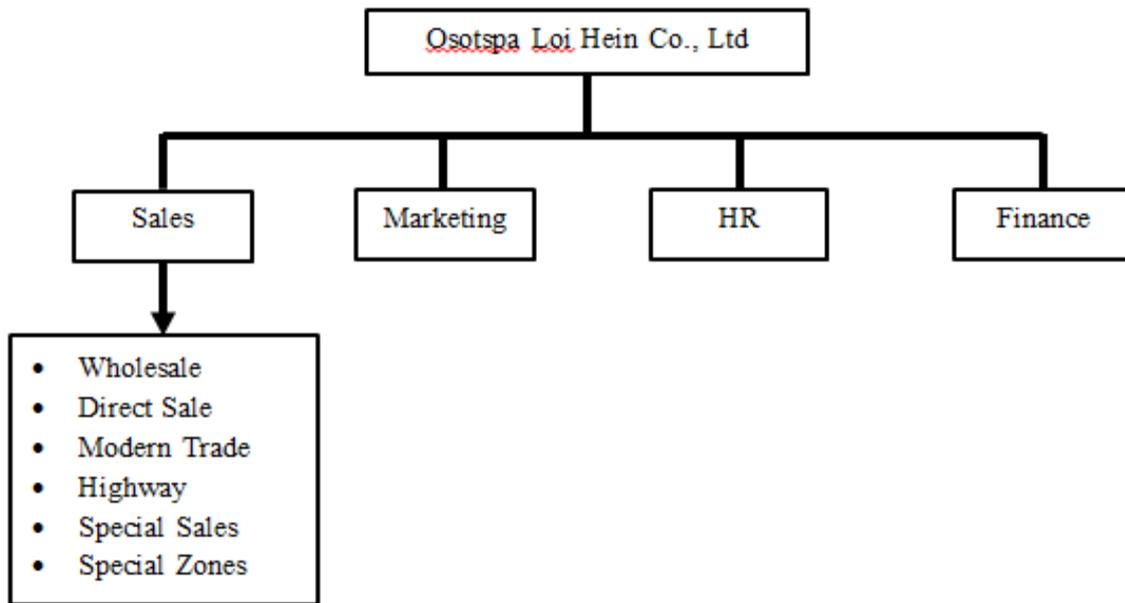
(3) Modern Trade: which is a booming stage in Myanmar but it takes the main role in distribution in other countries. Here, Supermarkets, convenience stores and Shopping Centers are a part of the Modern Trade system. Consignment and Credit system are allowed in this distribution system.

(4) Highway: which considers about the mini highway around the sale center and there are two main Sale and Distribution centers in Myanmar which is located in Mandalay Division focus on Upper Myanmar and the other one is existed in Yangon for Lower Myanmar. Only cash down system is available for the Highway.

(5) Special Sales: which is the hit system that deals with Restaurants, Hotels, Petrol shops and so on with the product availability purpose.

(6) Special Zone: This is the latest distribution system in Myanmar. Osotspa Loin Hein Co., Ltd expanded this system in order to improve relationship with customers from border lines and prevent the competitors entered illegally. The main purpose for this sales channel is visibility and product availability. Thus, they spend budget to do marketing in those areas and sell with low price even though the sale income can't be got beyond their cost. They apply the visibility and product availability strategy to gain consumer attention in those border lines areas.

Figure 3.1 Organizational Structure of Osotspa Loi Hein Co., Ltd



Source: Osotspa Loi Hein Co., Ltd (2019)

3.2 Internal Communication of Osotspa Loi Hein Co., Ltd

The quality of an organization's internal communications plays an important role in their company dynamics. Through internal communications, the various different parts of a company can work together with a common goal in mind, move in the same direction and generally be more productive. Internal communications describes the risks that can come out from splitting tasks, permitting various departments to maintain a global insight. Furthermore, internal communications connect the gap between a company's many different stakeholders, assisting to build teamwork and enhance engagement among all of the company's contributors.

When a company culture is highlighted on customer satisfaction, team members are more motivated and participated in their work, and discover new and positive performance in their daily activities. To build this kind of company culture, it is important to develop an effective internal communications strategy. Internal communication in Osotspa Loi Hein Co., Ltd is sharing information and keep employees engaged, and productive while encouraging their feedback. Sharing information to sales team is essential because sales people need to be aware of product changes, company news, or

industry trends against communication which lead to sales people waste their time by checking through internal resources or looking for missing information.

Osotspa Loi Hein Co. Ltd shares the information to all the employees including salespeople on daily, weekly, monthly, quarterly, and yearly cycles, and the content and delivery channels should change to reflect the different timescales and priority level. All the communications are correlated with the rhythm of the business and support company goals. On daily communication, required information is updated daily via email or social media. At the end of the week, sales department hold the weekly sales meeting and it often include pipeline reviews, important industry or company news updates, and team-building and cheerleading content.

Moreover, Sales Director give the coaching session to the sales people on weekend to let them know more about the sales strategy and upgrade their business mindset and improve their customer relationship. Weekly sales achievement is updated in real time and inform to all the employees. Sales target and achievement comparison is informed in monthly sales meeting and sales managers forecast the next month's sales and set the sales plan for the sales people. Sales trends are assessed in every quarterly meeting and award to the best sales performance team. Annual communication tends to spotlight sales plan elements involving coverage models, quota assignments, and reimbursement plans. They are best delivered through a cascade of messaging that ensures consistency but still allows for dialogue. Keeping sales employees on trend with current and relevant information is a quick and affordable technique to improve performance at every level of organization.

Sales managers can deliver information one-on-one or as part of regularly scheduled sales meetings and can facilitate dialogue or gather feedback from sales people. Encourage managers to call on sales people during sales meetings to provide a summary of key messages and test for comprehension and compliance. Effective internal communication offers all team members the chance to play a more active role in the company, leading to increased customer satisfaction. Additionally, it also helps connect all collaborators in a company through a common objective, vision and company culture. If these elements are not clearly defined, internal communications can lead to information overload and end up being counterproductive.

3.3 Demographic Profile of Respondents

In this study, demographic data is collected from 120 employees of Osotspa Loi Hein Co., Ltd (Yangon Branch). The structured questionnaire method is applied to collect the data. In the questionnaire, most of the items are described with 5 points Likert type scale except for the demographic questions. The demographic profile of respondents is analyzed with their gender, age, monthly salary range and working experience. The demographic profile of respondents is shown in Table (3.1).

Table (3.1) Demographic Profile of Respondents

Sr.No	Demographic Factors	Number	Percentage
	Total	120	100
1	Gender		
	Male	120	100
2	Age (Years)		
	16 – 24	18	15
	25 – 34	66	55
	35 – 44	33	28
	45 – 54	3	3
3	Monthly Income		
	100,001-200,000Kyats	20	17
	200,001-300,000Kyats	48	40
	300,001-400,000Kyats	45	38
	Above 400,000 Kyats	7	6
4	Working Experience		
	1 year – 3 years	45	38
	3 years above – 5 years	47	39
	5 years above	28	23

Source: Survey data, 2019

Table (3.1) shows the respondents by gender, age, monthly income and working experience. There are a total of 120 respondents participated in this study. As shown in above table, all the respondents are male according to the nature of the sales team in

organization. Based on the career orientation, men are more interested in working field sales compared to women. Additionally, the respondents in this research are sales people who collect orders and drop the stocks in the market on delivery days by driving cars. Hence, such kind of operational works are done by male whereas documentary and paper works are done by female at office. However, front-line sales people are mainly focused on this study. The ages of respondents is classified into five groups.

In the table, it is indicated that most of the respondents are aged between 25 to 34 years old whereas the respondents with the age group of 35- 44 years old are the second largest age group this research. Survey is conducted to only sales people and most of the people who do not have much working g join this sales people position. Moreover, sales people in the organization are likely to switch jobs from one company to another based on salary, job opportunities and so on. This can be seen mostly in young age. For the elderly sales people who are above 44, they no longer stuck in sales people position based on their working experience and have potential chance for promotion. Furthermore, a lot of more companies open job vacancies especially for young and fresh men. Therefore, most members in this organization are young employees.

The respondents were also asked about their salary range. The answers are recorded into five groups. As the results shown in the above table, the respondents from income group 200,001 to 300,000 kyats formed the majority by representing 40 percent. The respondents who get salary between 300,001 and 400,000 form second largest group representing 38 percent. Only 7 employees get the salary range above 400,000 kyats and accounted for 6 percent of the total respondents. The possible reason for this result is that salary of sales people are taken account purely from working experience and their performance level. Sales incentives are additional bonus on top of the absolute salary.

In this research, employees were also recorded their working experience. Most of the employees are in their working experience of 3 years above to 5 years, representing the largest group with 39 percent whereas the second largest group is with 38 percent. The minority of the respondents (i.e., 28 salespeople) have the working experience of 5 years and above. For the sales team, most of the employees are in their young age and have more potential to switch the other organizations and if the employees work for the organization for a long time, they can also have a chance to promote higher position. Therefore, the result indicates that the majority of the respondents are below 5 years.

To summarize, a vast number of salespeople are in the age group below 44 years with below 5 years who earn the monthly income up to 400,000 kyats. According to the career orientation, sales people in mostly organizations are men and this position does not have to do important decision making so that young people with not much working experience apply for that position and thus, working experience will estimate to be lower compared to the other job positions and business units.

3.4 Research Design

Research design is the master plan that presented the methods and procedures in collecting and analyzing data. This research objective is to analyze the effect of internal communication on organizational commitment and the effect of organizational commitment on sales people's extra-role customer service behavior at Osotspa Loi Hein Co., Ltd. A quantitative method is used in this study. Taking into consideration of the time duration and the scope of the research, collecting survey questionnaire is the appropriate method to gather data for the research work.

The research design process will be organized along the three basis steps; (1) distribute questionnaire, (2) data collection, and (3) data preparation and data analysis. Regarding to data collection, both primary data and secondary data are consumed in this study. Since there are 125 employees in Osotspa Loi Hein Co., Ltd (Yangon Branch), all employees are surveyed to collect the primary data. However, among the 125 set of questionnaires, only 120 set of questionnaires were appropriately accomplished and suitable to be used. The survey questionnaire contains 72 statements to determine the opinions of the respondents. The secondary data are gathered from published journals, published thesis and research paper reference books.

Once the primary data were assembled, the survey data is entered in SPSS (Statistical Package for the Social Scientists) which is a data management and statistical analysis tool for researcher to analyze the results and test the reliability. In SPSS, the required data of analysis are created variables first and insert data value into respective variables. Descriptive and analytical research methods were applied in this study. All questions are asked with a five point Likert scale except from demographic data. The answers are ranged from "strongly disagree to strongly agree" (1=strongly disagree to 5=strongly agree). The Likert scale data are saved as ordinal, descriptive and nominal type in SPSS. The reliability analysis of questionnaire is discussed in next section.

Reliability test was conducted in order to measure the internal consistency of the variable of the questionnaire. To conduct the reliability test for the questionnaire, Cronbach's alpha was chosen since it is the most ordinary instrument for internal consistency reliability coefficient in particular psychometric measurement. The reliability test is a action of measuring the consistency or repeatability of the scale. Cronbach's alpha test is applied to sift multiple questions like Likert Scale surveys are reliable. A Cronbach's alpha 0.7 is reasonable to verify the reliability of the instrument. Therefore, coefficient alpha which is greater than 0.7 indicated the reliability of the research instrument. The results for all the items were summarized below.

Table (3.2) Reliability Analysis of Variables

No	Questionnaire Context	No. of Items	Reliability Cronbach	Interpretation
1	Downward Communication	8	0.912	Excellent
2	Upward Communication	5	0.750	Reliable
3	Horizontal Communication	5	0.804	Good
4	Quality of Information	7	0.898	Good
5	Reliability of Information	5	0.902	Excellent
6	Affective Commitment	8	0.772	Reliable
7	Continuance Commitment	8	0.876	Good
8	Normative Commitment	8	0.754	Reliable
9	Emotional Support	7	0.866	Good
10	Information Sharing	4	0.754	Reliable
11	Voluntary Social Interaction	3	0.793	Reliable
12	Practical Assistance	4	0.819	Good

Source: Survey Data (2019)

Cronbach's Alpha of all the variables are indicated in Table (3.2). There are 30 questions for internal communication, 24 questions for organizational commitment and 18 questions for extra-role customer service behavior. As can be seen in the above table,

downward communication and reliability of information are 0.9 and above which refers to excellent. Meanwhile, horizontal communication, quality of information, continuance commitment, emotional support and practical assistance are above 0.8 which means good. And, upward communication, affective commitment, normative commitment, information sharing and voluntary social interaction are above 0.7 which means that it is reliable. These alpha values surpass the minimum suggested threshold of alpha score (>0.70). According to the above findings, it is concluded that the constructs assessed the reliability for the subsequent stages of analysis.

3.5 Employee Perception on Internal Communication

In this section, internal communication among employees is explored using Dennis's communication climate survey in five dimensions; downward communication, upward communication, horizontal communication, quality of information and reliability of information. This section contains 30 statements to determine the respondents' opinions on internal communication.

3.5.1 Employee Perception on Downward Communication

Downward communication is said to be the most effective way to direct, supervise, and guide the employees for attaining organizational goals. Effective downward communication is very important for an organization's success. Therefore, downward communication at Osotspa Loi Hein Co., Ltd is studied in this section. In this study, downward communication scale items from Dennis's communication climate survey are used to explore downward communication of respondents. The results of survey on downward communication of respondents are shown in Table (3.3).

Table (3.3) Employee Perception on Downward Communication

No	Statement	Mean	SD
1	Understanding on employees' job problems	4.03	0.61
2	Encouraging to share the wrong things	4.13	0.50
3	Supporting employees to work their best	4.23	0.60
4	Believing on employees' ability	4.22	0.57
5	Willing to listen fairly to all arguments	4.08	0.71
6	Making employees feel free to talk with supervisor	4.03	0.67
7	Understanding on employees	4.09	0.64
8	Frank and candid relationship with employees	4.13	0.66
Overall Mean		4.11	

Source: Survey data, 2019

According to the results, sales people strongly agree that their supervisor makes it easy for employees to do the best work and believes his employees' ability. Moreover, respondents agree the fact that supervisor encourages to let him know if the things are wrong, which leads to build a frank and candid relationship between supervisor and employees. As a result, supervisor understands the employees' job problems very well. Therefore, it is concluded that sales people from Osotspa Loi Hein Co., Ltd have positive perception on downward communication.

3.5.2 Employee Perception on Upward Communication

Upward communication often occurs when replying back to downwardly communicated information, opinions, or actions. It can be an important source of information that informs management's decision making. Therefore, upward communication at Osotspa Loi Hein Co., Ltd (Yangon) is studied in this section. In this study, upward communication scale items from Dennis's communication climate survey are used to explore upward communication of respondents. The results of survey on upward communication of respondents are shown in Table (3.4).

Table (3.4) Employee Perception on Upward Communication

No	Statement	Mean	SD
1	Supporting day-to-day decisions	4.00	0.37
2	Influencing view on organization	3.97	0.41
3	Considering employees' recommendations	3.87	0.45
4	Attention on employees' bothering things	3.90	0.67
5	Informing bad news without fear of retaliation	4.13	0.70
Overall Mean		3.97	

Source: Survey data, 2019

As shown in above table, most of the respondents agree that they can share bad news to supervisor without fear of retaliation. Most of the respondents agree they can make a difference in the day-to-day decisions with their opinions. However, supervisor still needs to consider seriously about employees' recommendations. Therefore, it is assumed that sales people from Osotspa Loi Hein Co., Ltd have positive perception on upward communication.

3.5.3 Employee Perception on Horizontal Communication

Effective horizontal communication in the organization can increase productivity by sharing information, solving problem, collaboration, and resolving conflict more efficiently. Therefore, horizontal communication at Osotspa Loi Hein Co., Ltd is studied in this section. In this study, horizontal communication scale items from Dennis's communication climate survey are used to explore horizontal communication of respondents. The results of survey on horizontal communication of respondents are shown in Table (3.5).

Table (3.5) Employee Perception on Horizontal Communication

No	Statement	Mean	SD
1	Working well together to achieve goals	4.11	0.34
2	Respecting other's thoughts and feelings	3.96	0.46
3	Increasing job satisfaction due to co-workers	3.99	0.54
4	Trusting on what co-workers tells	3.70	0.73
5	Enjoying interactions with colleagues	4.05	0.55
Overall Mean		3.96	

Source: Survey data, 2019

Regarding to the outcomes, most of the respondents agree that they like to work with other team members and enjoy their interactions with colleagues. Thus, it shows that they work well together with other colleagues to achieve organizational goal. However, employees trust towards their colleagues need to be higher in order to improve their performance. Therefore, it is concluded that sales people from Osotspa Loi Hein Co., Ltd have positive perception on horizontal communication.

3.5.4 Employee Perception on Quality of Information

The traits of high quality information are precision, absoluteness, contancy, distinctiveness, and timeliness. Quality of information at Osotspa Loi Hein Co., Ltd is studied in this section. In this study, quality of information scale items from Dennis's communication climate survey is used to explore quality of information perceived by respondents. The results of survey on quality of information perceived by respondents are shown in Table (3.6).

Relating to the outcome, a vast number of respondents agree that they can exchange information and opinions freely. Furthermore, top management always share the trusted information. However, there is still weak in getting notice information in advance of changes that affect employees' jobs. Therefore, it is figured that sales people from Osotspa Loi Hein Co., Ltd have positive perception on quality of information.

Table (3.6) Employee Perception on Quality of Information

No	Statement	Mean	SD
1	Communicating true things among colleagues	4.23	0.94
2	Informing true things from top management	4.26	0.91
3	Exchanging information and opinions freely	4.34	0.87
4	Informing about organizational goals and objectives	4.03	0.56
5	Informing up-to-date development information	4.12	0.84
6	Informing in advance of changes relating employees' jobs	3.94	0.77
7	Specifying job requirements in clear language	4.07	0.59
Overall Mean		4.14	

Source: Survey data, 2019

3.5.5 Employee Perception on Reliability of Information

Reliability of information is highly important for an organization. In the absence of reliable information, people and organizations may make bad decisions. Reliability of information at Osotspa Loi Hein Co., Ltd is studied in this section. In this study, reliability of information scale items from Dennis's communication climate survey are used to explore reliability of information perceived by respondents. The results of survey on reliability of information perceived by respondents are shown in Table (3.7).

Table (3.7) Employee Perception on Reliability of Information

No	Statement	Mean	SD
1	Supporting essential information for employees	4.04	0.73
2	Receiving information from the preferred sources	4.26	0.67
3	Sharing information openly each other	4.10	0.76
4	Receiving reliability of information from management	4.21	0.72
5	Receiving reliability of information from colleagues	4.04	0.78
Overall Mean		4.12	

Source: Survey Data, 2019

According to the survey result, majority of the respondents agree that they can receive information from the sources they prefer and they also believe in reliability of information received from management. However, top management needs to be aware that they need to support the information that employees really want and need and additionally, employees don't think information received from colleagues is reliable. Therefore, sales people from Osotspa Loi Hein Co., Ltd have positive perception on reliability of information.

Effective internal communication makes sure that all members of the organization are working synergistically towards a end goal. In this study, the internal communication at Osotspa Loi Hein Co., Ltd is measured by five dimensions; downward communication, upward communication, horizontal communication, quality of information and reliability of information. The overall means of the internal communication variable are as shown below.

Table (3.8) Five Internal Communication Factors

No.	Particular	Mean
1	Downward Communication	4.11
2	Upward Communication	3.97
3	Horizontal Communication	3.96
4	Quality of Information	4.14
5	Reliability of Information	4.12

Source: Survey Data, 2019

Table (3.8) indicates that the average mean scores of downward communication, upward communication, horizontal communication, quality of information, and reliability of information respectively. Based on the above Table, sales people agree mostly that they get the quality information from different reliable sources. These results indicate that majority of the respondents perceived quality of information from their organization is the best compared to other types of communication. Reliability of information is the second best communication factor at Osotspa Loi Hein Co., Ltd according to the respondent's opinions. Reliability of information is followed by downward communication, upward and horizontal communication respectively. Employees in this organization are not quite satisfied with the horizontal and upward communication. According to nature of sales team, first line employees have fewer chances to speak up their opinions to high level

manager and across other departments. Most of the time, they usually obey the instructions and follow the rules that flow down from top management level. Therefore, top management and supervisors in this organization should enhance the sales people to share more their opinions and give them opportunities to contribute marketing and sales promotion plan.

CHAPTER (4)

ANALYSIS ON ORGANIZATIONAL COMMITMENT AND EXTRA-ROLE CUSTOMER SERVICE BEHAVIOR OF OSOTSPA LOI HEIN CO., LTD

This chapter includes four main parts. The first part is to explore employees' organizational commitment in Osotspa Loi Hein Co., Ltd. The second part is to explore and compare the mean of emotional support, information sharing, voluntary social interaction and practical assistance of employees in Osotspa Loi Hein Co., Ltd. The third part is to analyze the effect of internal communication on employees' organizational commitment for Osotspa Loi Hein Co., Ltd. The last part is to analyze the influence of organizational commitment on salespeople's extra-role customer service behavior in Osotspa Loi Hein Co., Ltd. The purposes of this study are to analyze and examine the effect of internal communication on organizational commitment and the influence of organizational commitment on extra-role customer service behavior in Osotspa Loi Hein Co., Ltd.

4.1 Organizational Commitment at Osotspa Loi Hein Co., Ltd

In this section, organizational commitment at Osotspa Loi Hein Co., Ltd is studied in three dimensions; affective commitment, continuance commitment and normative commitment. This section contains 24 statements to determine the respondents' opinions on affective commitment, continuance commitment and normative commitment.

4.1.1 Affective Commitment

An affective commitment is an employee's emotional attachment to, identification with and involvement in an organization. High levels of affective commitment in employees will not only affect continuance commitment, but also encourages the employees to try to bring others into the talent pool of the organization. An employee with high levels of affective commitment works as a advocate of the organization. Employees' affective commitment at Osotspa Loi Hein Co., Ltd is studied in this section. It contains 8 statements to determine the respondents' affective commitment towards

Osotspa Loi Hein Co., Ltd. The results of survey on employees' affective commitment are shown in Table (4.1).

Table (4.1) Affective Commitment

No	Statement	Mean	SD
1	Spending career life with this organization	4.20	0.71
2	Discussing about this organization with people outside	3.74	0.91
3	Thinking organization's problems as own problems	4.03	0.46
4	Attaching to another organization like this one is hard	3.98	0.74
5	Being "part of the family" at this organization	4.05	0.39
6	Attaching emotionally to this organization	4.31	0.58
7	Having personal meaning for this organization	4.28	0.55
8	Strong sense of belonging to the organization	4.26	0.57
Overall Mean		4.11	

Source: Survey Data, 2019

Table (4.1) presents the result of the survey regarding the respondents' opinions on affective commitment towards Osotspa Loi Hein Co., Ltd. The majority of the respondents agree that they have emotional attachment towards organization and it has a great deal of personal meaning for them. Since they have a strong sense of belonging to organization, it will be hard to attach other organizations like this organization. Therefore, it is presumed that sales people from Osotspa Loi Hein Co., Ltd have affective commitment towards the organization.

4.1.2 Continuance Commitment

Continuance commitment is driven to a great extent by organizational culture, and when an employee finds an organization to be positive and supportive, he will have a higher degree of continuance commitment. Important organizational factors like employee loyalty and employee turnover are factors of continuance commitment. Employees' continuance commitment is studied in this section. It contains 8 statements to

determine the respondents' continuance commitment towards Osotspa Loi Hein Co., Ltd. The results of survey on employees' continuance commitment are shown in Table (4.2).

Table (4.2) Continuance Commitment

No	Statement	Mean	SD
1	Concerning to quit this job without lining up	4.40	0.83
2	Leave this organization right now is hard	4.47	0.71
3	Leaving this organization now can be life disrupted	4.22	1.06
4	Leaving this organization now will not cost	3.89	1.26
5	Staying at organization right now is necessary	4.38	0.79
6	Few options for leaving this organization	4.33	0.85
7	Scarcity of available alternatives if quit job	3.87	0.62
8	Leaving require personal sacrifice	3.95	0.58
Overall Mean		4.19	

Source: Survey Data, 2019

Table (4.2) presents the result of the survey regarding the respondents' opinions on continuance commitment towards Osotspa Loi Hein Co., Ltd. Most of the respondents perceive that they feel very hard to leave this organization right now, even if they wanted to. Sales people in Osotspa Loi Hein Co., Ltd right now have concerns what might happen for quitting the job without having another one lined up. One of the few serious consequences of leaving Osotspa Loi Hein Co., Ltd would be for them is the scarcity of available alternatives. Therefore, sales people from Osotspa Loi Hein Co., Ltd are presumed to have continuance commitment towards the organization.

4.1.3 Normative Commitment

Normative commitment counts on duties and values, and the degree to which an employee work in an organization out of a sense of responsibility. Normative commitment is higher in organizations that merit loyalty and communicate to employees with recompenses, incentives and other strategies. Employees' normative commitment is studied in this section. It contains 8 statements to determine the respondents' normative

commitment towards Osotspa Loi Hein Co., Ltd. The results of survey on employees' normative commitment are shown in Table (4.3).

Table (4.3) Normative Commitment

No	Statement	Mean	SD
1	Moving from company to company is often	2.97	1.20
2	Requiring loyalty for organization	4.17	0.52
3	Changing jobs is ethical	3.88	0.94
4	Being important for loyalty and moral obligation	4.39	0.70
5	Remaining loyalty even if a better job offers	3.93	0.92
6	Remaining loyal to organization is very precious	4.24	0.64
7	Staying in one organization for a long time is good	4.38	0.80
8	Remaining loyalty to company	4.41	0.72
Overall Mean		4.04	

Source: Survey Data, 2019

Table (4.3) presents the result of the survey regarding the respondents' opinions on normative commitment towards Osotspa Loi Hein Co., Ltd. A vast number of the respondents agree that loyalty is important and salespeople feel moral obligation to remain. Furthermore, they believe that things were better in the days when people stayed in one organization for most of their careers. And thus, it is rare to see employees to move job from one company to another. Therefore, it is concluded that the sales people from Osotspa Loi Hein Co., Ltd have normative commitment towards the organization.

An employee with greater organizational commitment has a greater chance of contributing to organizational success and lead to offer more extra-role customer service behavior. In this study, the organizational commitment towards Osotspa Loi Hein Co., Ltd is measured by three dimensions; affective commitment, continuance commitment and normative commitment. The overall means of the organizational commitment variable are as shown below.

Table (4.4) Three Organizational Commitment Factors

No.	Particular	Mean
1	Affective Commitment	4.11
2	Continuance Commitment	4.19
3	Normative Commitment	4.04

Source: Survey Data, 2019

Table (4.4) shows the average mean scores of affective commitment, continuance commitment and normative commitment respectively. Based on the findings from above table, continuance commitment is the highest among the organizational commitment factors. These results indicate that majority of the salespeople feel the need to stay at their organization. Affective commitment is the second highest organizational commitment factor at Osotspa Loi Hein Co., Ltd according to the respondent's opinions, followed by normative commitment respectively. Sales people from Osotspa Loi Hein Co., Ltd show attachment towards the organization in various ways. However, the majority of salespeople feel the need to stay with their organization because their salary and fringe benefits won't improve if they move to another organization. Moreover, it is a rare chance to work with big company like Osotspa Loi Hein Co., Ltd and it can give the job security for them. Therefore, Osotspa Loi Hein Co., Ltd should maintain this employees' attachment to the organization by giving incremental incomes and incentives and other benefits and upgrade the rest of the two commitments towards the organization.

4.2 Extra-role Customer Service Behavior at Osotspa Loi Hein Co., Ltd

In this section, extra-role customer service behaviors of sales people from Osotspa Loi Hein Co., Ltd is studied in four dimensions; emotional support, information sharing, voluntary social interaction and practical assistance. This section contains 18 statements to determine the respondents' extra-role customer service behaviors on emotional support, information sharing, voluntary social interaction and practical assistance.

Table (4.5) Extra-role Customer Service Behavior

No	Emotional Support	Mean	SD
1	Listening to customers' family problem	3.83	0.60
2	Giving spiritual support to customers	3.99	0.44
3	Sharing customers' personal problems	3.85	0.56
4	Sharing about customers' happy or unhappy things	3.82	0.56
5	Taking care customer's business and emotional issues	3.68	0.62
6	Having concern for customers' business or health.	3.89	0.48
7	Relieving customers' pessimism on their difficulties	3.95	0.58
Overall Mean		3.86	
No	Information Sharing	Mean	SD
1	Sharing market information to customers	3.93	0.38
2	Sharing opinions to help customers' personal issues	3.91	0.41
3	Introducing family doctor to customers for their health	3.87	0.50
4	Finding ways to help out customer's business problem	3.98	0.71
Overall Mean		3.92	
No	Voluntary Social Interaction	Mean	SD
1	Spending personal free time with customers	3.92	0.44
2	Greetings are sent on special days or occasions	3.93	0.43
3	Accompanying customers for shopping	3.69	0.53
Overall Mean		3.84	
No	Practical Assistance	Mean	SD
1	Providing discounts for customers	3.54	0.85
2	Assisting busy shop owners	3.87	0.72
3	Giving unauthorized discounts to customers	3.30	0.95
4	Discussing and helping customers' family problem	3.45	0.84
Overall Mean		3.55	

Source: Survey Data, 2019

Emotional support is a sales people's help to customers in dealing with emotions or offer encouragement and comfort while their customer is experiencing difficulties. Emotional support of employees' from Osotspa Loi Hein Co., Ltd is studied in this

section. It contains 7 statements to determine the respondents' emotional support from extra-role customer service behavior. Table (4.5) presents the result of the survey regarding emotional support of sales people at Osotspa Loi Hein Co., Ltd. As seen in table, the majority of the respondents give spiritual support to customers when they are in difficulty and then, they try to support customers in difficulties with more optimistic view and finding ways to get rid of their difficulties. However, there is some extent that salespeople can care about consumers. They cannot take care of not only their customers' business but also their emotional issues such as financial difficulty, bodily tiredness, etc.,. Therefore, it is assumed that sales people from Osotspa Loi Hein Co., Ltd are weak in emotional support to their customers.

Sales people normally are the first to be aware of changes in the market and often share the abundant information within or without the organization. Information sharing means sales people serve their customers by sharing information for more choices and suggestions to boost the service experience. Information sharing of sales peoples at Osotspa Loi Hein Co., Ltd is studied in this section. It contains 4 statements to determine the respondents' information sharing from extra-role customer service behavior. As seen in results from table, respondents are good at information sharing. The majority of the respondents agree that they are trying to find information from various sources to help consumers' business problem. Not only for the consumers' business problem, but also sales people are willing to share the market information or daily news to customers. However, sales people are still lack of building personal bond between sales people and consumer as they are weak to share the information not relating with work (for e.g., information about their family doctor to customers for their health issues) and so on. Accordingly, sales people from Osotspa Loi Hein Co., Ltd are still needed to be good at information sharing.

Voluntary Social Interaction describes when sales people spend their personal time with customers outside the work setting voluntarily. Voluntary Social Interaction of sales people from Osotspa Loi Hein Co., Ltd is studied in this section. It contains 3 statements to determine the respondents' voluntary social interaction from extra-role customer service behavior. According to the survey results, respondents are not fully willing for voluntary social interaction. The majority of respondents agree for sending wishes or greetings on special days or occasions. Sometime, they spend personal free time with customers' social actions such as joining volunteer together and so on. Apart from

this, there are fewer chances for sales people to accompany the customers for shopping or trip or somewhere during their personal time. Thus, sales people from Osotspa Loi Hein Co., Ltd are not voluntarily social interacting with consumers that much.

Practical Assistance is how salespersons generally responded to customers' problem in a special situation and accommodated their needs, even though it is beyond the extent of sales people's duties. Employees' practical assistance at Osotspa Loi Hein Co., Ltd is studied and resulted in Table (4.5). It contains 4 statements to determine the practical assistance of sales people from Osotspa Loi Hein Co., Ltd. Accordingly, the respondents strongly agree that they have to look after the shop or assist the shop owners while the consumer is busy. Apart from this, there are fewer chances to make a special discount for consumers without official discount sales scheme. Moreover, there are fewer chances to discuss about consumers' family issues and negotiate with family members. Accordingly, it is concluded that sales people from Osotspa Loi Hein are not fully do extra-role of practical assistance.

According to the commercial social support literature, direct selling sales people may interact with their customers as friends rather than just business associates; they may often demonstrate commercial friendships to their customers by providing with companionship, emotional support and informational support (Price & Arnould, 1999). It has been proven that this behavior affects the performance of organizations. In this study, the extra-role customer service behavior at Osotspa Loi Hein Co., Ltd is measured by four dimensions; emotional support, information sharing, voluntary social interaction and practical assistance. The overall means of the extra-role customer service behavior are as shown below.

Table (4.6) Four Extra-role Customer Service Behavior Factors

No.	Particular	Mean
1	Emotional Support	3.86
2	Information Sharing	3.92
3	Voluntary Social Interaction	3.84
4	Practical Assistance	3.55

Source: Survey Data, 2019

Table (4.6) shows the average mean scores of emotional support, information sharing, voluntary social interaction and practical assistance. Based on the above Table, information sharing is the highest among extra-role customer service behavior, which is followed by emotional support. These results indicate that majority of the sales people share the updated information to the customers compared to the rest of extra-role behavior. Sales people do information sharing and emotional support more than the rest extra-role behavior factors. According to nature of company disciplines, sales people don't have chance to do extra – role behavior like offering discounts more than their authority, they cannot afford to support financial assistance to customers with difficulties, and so on. Therefore, top management and supervisors in this organization should embrace the salespeople to do extra-role customer service behavior to build relationship with consumers and to get better job performance.

4.3 Analysis on Effect of Internal Communication on Organizational Commitment

This section analyzes the effect of internal communication on organizational commitment of sales people towards Osotspa Loi Hein Co., Ltd. Multiple regression analysis is applied to test the effect of internal communication (downward communication, upward communication, horizontal communication, quality of information and reliability of information) on organizational commitment. Multiple regression analysis is selected as it helps to predict the linear relationship of a dependent variable and one or more independent variables.

4.3.1 Analysis on Effect of Internal Communication on Affective Commitment

In this section, linear regression model is used to analyze the effect of internal communication on sales people's affective commitment towards Osotspa Loi Hein Co., Ltd. The findings for analyzing the effect of internal communication on sales people's affective commitment are discussed. The regression results from generating this model are as shown in table (4.7).

As shown in Table (4.7), the specified model could explain very well about the effect of internal communication on employees' organizational commitment towards Osotspa Loi Hein Co., Ltd and the model is considered as strong as both the value of R

Square and Adjusted R Square is over 50%. The value of F test, the overall significance of the model, is highly significant at 1%. This indicated model can be said valid. All VIF values for independent variables are less than 10, which mean that there are no correlations among the variables. The Durbin-Watson value is 1.688 and it is closed to 2. Therefore, it indicates that there is no auto correlation in Sample.

Table (4.7) Effect of Internal Communication on Affective Commitment

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
(Constant)	1.435	.320	4.481	.000	
Downward Communication	.222***	.071	3.111	.002	1.867
Upward Communication	.013	.102	.130	.897	2.262
Horizontal Communication	.166**	.080	2.073	.040	1.566
Quality of Information	.091	.081	1.120	.265	3.920
Reliability of Information	.162**	.071	2.273	.025	2.908
R Square	.512				
Adjusted R Square	.491				
F Value	23.920***				
Durbin-Watson	1.688				

Source: Survey Data, 2019

Notes: ***Significant a 1% level, **Significant at 5% level, *Significant at 10% level

According to the result shown in the above table, all factors have positive effect on organizational commitment. Downward communication factor has the expected positive sign and is significant at 1% significant level. The positive relationship means that the increase in downward communication leads to increase sales people’s affective commitment towards Osotspa Loi Hein Co., Ltd. Upward communication factor has the expected positive sign and it means that the increase in upward communication leads to elevate sales people’s affective commitment towards Osotspa Loi Hein Co., Ltd.

Horizontal communication factor has the expected positive sign and is significant at 5% significant level. The positive relationship means that the increase in horizontal communication leads to increase sales people’s affective commitment towards organization. Quality of information factor also has the expected positive sign. The positive relationship means that the increase in quality of information leads to increase

sales people's affective commitment. Reliability of information has the expected positive sign and is significant at 5 % significant level. The positive relationship means that the increase in reliability of information leads to promote sales people's affective commitment towards organization.

According to the result, sales people's affective commitment is high when the organization and supervisor provide high level of downward communication. Sales people are the front-line employees and they mostly follow the instructions and sales target set by managers. The more they communicate with managers about organization and some information that affects their job, the more they get the sense of being membership of organization and it enhances the affective commitment towards organization. Employees have high level of affective commitment when the organization shows a great deal of concern for employees, cares for employees' well-being, cares about employees' opinions and support for employees to do their best, the supervisors helps employees to solve the problems, understands them and frank and candid with employees.

When the employees have high level of horizontal communication to organization, their affective commitment is also high. Employees have high level of affective commitment when their opinions, recommendations and suggestions and problems can be communicated easily to peer level or across functional level. Sales people are part of sales team and they need to cooperate with their colleagues and team members for execution for tasks to achieve sales target or team goal or organizational goal. The employees develop a sense of affective commitment to the organization when they get the sense of competence to perform their tasks and are satisfied with their roles as members of the organization.

Furthermore, sales people's affective commitment is high when the organization and supervisor provides high level of reliable information. Sales people have high level of affective commitment when the organization and their direct supervisors provide reliable information from reliable sources. Moreover, sales people feel the membership of organization and they assume organizational problems as their own when affective commitment level is high. In order to enhance their affective commitment level, they need to gain insights and information from trusted and reliable sources whether they get if from colleagues or company website or anywhere. In summary, it is presumed that high downward communication, horizontal communication, and reliability of information can lead to high affective commitment towards Osotspa Loi Hein Co., Ltd.

4.3.2 Analysis on Effect of Internal Communication on Continuance Commitment

In this section, linear regression model is applied to analyze the effect of internal communication on sales people's continuance commitment towards Osotspa Loi Hein Co., Ltd. The findings for analyzing the effect of internal communication on sales people's continuance commitment are discussed. The regression results from generating this model are as shown in table (4.8).

As shown in Table (4.8), the specified model could explain very well about the effect of internal communication on employees' continuance commitment towards Osotspa Loi Hein Co., Ltd and the model is considered as strong as both the value of R Square and Adjusted R Square is 60% above level. The value of F test, the overall significance of the model, is greatly significant at 1% level. This specified model can be described valid. All VIF values for independent variables are less than 10, which mean that there are no correlations among the variables. The Durbin-Watson value is 1.302 and thus, it specifies that there is no auto correlation in Sample.

Table (4.8) Effect of Internal Communication on Continuance Commitment

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
(Constant)	.518	.455	1.137	.258	
Downward Communication	.033	.102	.327	.745	1.867
Upward Communication	.026	.146	.179	.858	2.262
Horizontal Communication	.046	.114	.399	.690	1.566
Quality of Information	.581***	.116	5.025	.000	3.920
Reliability of Information	.205**	.102	2.016	.046	2.908
R Square			.618		
Adjusted R Square			.601		
F Value			36.873***		
Durbin-Watson			1.302		

Source: Survey Data, 2019

Notes: ***Significant at 1% level, **Significant at 5% level, *Significant at 10% level

According to the result shown in the above table, almost all factors have positive effect on continuance commitment. Downward communication factor has the expected positive sign and it leads to promote sales people's continuance commitment towards Osotspa Loi Hein Co., Ltd. Upward communication factor has the expected positive sign which means that increase in upward communication leads to raise sales people's continuance commitment towards organization. Horizontal communication factor has the expected positive sign and it elevates sales people's continuance commitment.

Quality of information factor also has the expected positive sign and is significant at 1% significant level. The positive relationship means that the increase in quality of information leads to increase sales people's continuance commitment towards Osotspa Loi Hein Co., Ltd. Reliability of information has the expected positive sign and is significant at 5 % significant level. The positive relationship means that the higher reliability of information leads to higher sales people's continuance commitment.

Based on the findings, sales people's continuance commitment towards Osotspa Loi Hein Co., Ltd is high when the organization and supervisor provide high quality of information. Sales people have high level of continuance commitment when the organization and their direct supervisors provide the sales people with information that are timely, accurate and up-to-date. Sales people require information that are timely, accurate and up-to-date to apply for themselves and share to customers. Sales people are at the position of following instructions and guidance that come down from top managerial level in order to finish their job. For instance, most of the promotion schemes and sales targets are set by managers and sales people have to meet their targeted achievements with no options. Thus, managers should always communicate sales people in a timely manner in order to let them know about the organization and relating to their jobs more clearly. Understanding about the organization and their jobs make them feel less stress on role conflicts and which leads to gain more confidence on their job and in return, it uplifts their continuance commitment towards Osotspa Loi Hein Co., Ltd.

Additionally, sales people's continuance commitment towards organization is high when the organization and supervisor provides high level of reliable information. Sales people have high level of continuance commitment when the organization and their direct supervisors provide reliable information from reliable sources. It is clear that sales people are the one who likely to follow downward communication rather than speaking up to top level management. Therefore, they need to get information and instructions

relating to their jobs from reliable sources. Getting information from reliable sources makes them confidence upon their jobs, decision-making and it helps them make it easy for their day-to-day business transactions. It makes them increase their sense of belonging to the organization and it leads to make difficult decisions to quit job. In summary, it is concluded that high quality of information and reliability of information can lead to high continuance commitment towards Osotspa Loi Hein Co., Ltd.

4.3.3 Analysis on Effect of Internal Communication on Normative Commitment

In this section, linear regression model is applied to analyze the effect of internal communication on sales people’s normative commitment towards Osotspa Loi Hein Co., Ltd. The findings for analyzing the effect of internal communication on sales people’s normative commitment are discussed. The regression results from generating this model are as shown in table (4.9).

Table (4.9) Effect of Internal Communication on Normative Commitment

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
(Constant)	1.159	.457	2.536	.013	
Downward Communication	.055	.102	.539	.591	1.867
Upward Communication	.160	.146	1.095	.276	2.262
Horizontal Communication	.139	.114	1.220	.225	1.566
Quality of Information	.268**	.116	2.311	.023	3.920
Reliability of Information	.088	.102	.861	.391	2.908
R Square	.388				
Adjusted R Square	.361				
F Value	14.460***				
Durbin-Watson	1.810				

Source: Survey Data, 2019

Notes: ***Significant a 1% level, **Significant at 5% level, *Significant at 10% level

As shown in Table (4.9), the specified model could explain very well about the effect of internal communication on employees' normative commitment towards Osotspa Loi Hein Co., Ltd and the model is considered as strong as both the value of R Square and Adjusted R Square is nearly 30 %. The value of F test, the overall significance of the model, is abundantly significant at 1 % level. This model can be defined valid. All VIF values for independent variables are less than 10, which mean that there are no correlations among the variables. The Durbin-Watson value is 1.810 and it is closed to 2. Therefore, it specifies that there is no auto correlation in Sample.

According to the result shown in the above table, almost all factors have positive effect on normative commitment. Downward communication factor has the expected positive sign which means that the increase in downward communication leads to enhance sales people's normative commitment towards Osotspa Loi Hein Co., Ltd. Upward communication factor has the expected positive sign. The positive relationship means that the increase in upward communication leads to improve sales people's normative commitment towards Osotspa Loi Hein Co., Ltd. Horizontal communication factor has the expected positive sign. The positive relationship means that the increase in horizontal communication leads to soar sales people's normative commitment towards Osotspa Loi Hein Co., Ltd.

Quality of information factor also has the expected positive sign and is significant at 5 % significant level. The positive relationship means that the increase in quality of information leads to enhance sales people's normative commitment towards Osotspa Loi Hein Co., Ltd. Reliability of information has the expected positive sign and it shows that the increase in reliability of information leads to escalate sales people's normative commitment towards Osotspa Loi Hein Co., Ltd.

According to the findings, sales people's normative commitment towards Osotspa Loi Hein Co., Ltd is high when the organization and supervisor provide high quality of information. Sales people have high level of normative commitment when the organization and their direct supervisors provide the sales people with information that are timely, accurate and up-to-date. Sales people require information that are timely, accurate and up-to-date to apply for themselves and share to customers. Sales people are at the position of following instructions and guidance that come down from top managerial level in order to finish their job. For instance, most of the promotion schemes and sales targets are set by managers and sales people have to meet their targeted

achievements with no options. Thus, managers should always communicate sales people in a timely manner in order to let them know about the organization and relating to their jobs more clearly. Understanding about the organization and their jobs make them feel sense of ownership and not let them moving job from one company to another. The longer they work with organization, the more benefits and authority they gain and in return, it helps to improve their normative commitment towards Osotspa Loi Hein Co., Ltd. In conclusion, it is summarized that high level of quality of information can lead to high normative commitment towards Osotspa Loi Hein Co., Ltd.

4.4 Analysis on Effect of Organizational Commitment on Extra-role Customer Service Behavior

This section analyzes the effect of organizational commitment on extra-role customer service behavior of sales people from Osotspa Loi Hein Co., Ltd. Multiple regression analysis is adopted to test the effect of organizational commitment (affective, continuance and normative commitment) on extra-role customer service behavior. Multiple regression analysis is chosen as it helps to predict the linear relationship of a dependent variable and one or more independent variables.

4.4.1 Analysis on Effect of Organizational Commitment on Emotional Support

In this section, linear regression model is applied to analyze the effect of organizational commitment on sales people's emotional support. The findings for the effect of organizational commitment on sales people's emotional support are discussed. The regression results from generating this model are as shown in table (4.10).

As shown in Table (4.10), the specified model could explain very well about the effect of organizational commitment on sales people's emotional support and the model is considered as strong as both the value of R Square and Adjusted R Square is above 30%. The value of F test, the overall significance of the model, is highly significant at 1 % level. This specified model can be specified valid. All VIF values for independent variables are less than 10, which mean that there are no correlations among the variables. The Durbin-Watson value is 2.234 and it is closed to 2. Therefore, it indicates that there is no auto correlation in Sample.

Table (4.10) Effect of Organizational Commitment on Emotional Support

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
(Constant)	1.620	.335	4.829	.000	
Affective Commitment	.262**	.124	2.119	.036	2.374
Continuance Commitment	.110	.074	1.480	.142	2.217
Normative Commitment	.173*	.094	1.836	.069	2.244
R Square	.317				
Adjusted R Square	.299				
F Value	17.908***				
Durbin-Watson	2.234				

Source: Survey Data, 2019

Notes: ***Significant a 1% level, **Significant at 5% level, *Significant at 10% level

According to the result shown in the above table, all factors have positive effect on emotional support. Affective commitment factor has the expected positive sign and is significant at 5 % level. The positive relationship means that the increase in affective commitment leads to increase employees' emotional support towards customers. Continuance commitment factor has the expected positive sign. The positive relationship means that the increase in continuance commitment leads to increase employee' emotional support towards consumers. Normative commitment factor also has the expected positive sign and is significant at 10% level. The positive relationship means that the increase in normative commitment leads to rocket employee's emotional support towards customers.

Based on the findings, sales people's emotional support towards consumers is high when they have high level of organizational commitment. Employees have high level of emotional support when they attach the organization so closely and become part of the family so that they take account all the organization's problems as their own problems. Likewise, they may also consider customers' problems as their own and they

give suggestions and support to solve customers' difficulties. Moreover, employees' emotional support towards customers is high when they have high level of normative commitment. Employees have high level of emotional support when they value loyalty to organization. Not only they pay respect to organization but also they appreciate their customers and hence, they give their best to support customers in order to maintain loyalty between sales people and customers. Thus, it is summarized that high affective commitment and normative commitment lead to high emotional support.

4.4.2 Analysis on Effect of Organizational Commitment on Information Sharing

In this section, linear regression model is applied to analyze the effect of organizational commitment on sales people's information sharing. The findings for analyzing the effect of organizational commitment on sales people's information sharing are discussed. The regression results from generating this model are as shown in table (4.11).

Table (4.11) Effect of Organizational Commitment on Information Sharing

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
(Constant)	1.919	.311	6.167	.000	
Affective Commitment	.062	.115	.544	.587	2.374
Continuance Commitment	.194***	.069	2.816	.006	2.217
Normative Commitment	.231***	.088	2.638	.009	2.244
R Square			.361		
Adjusted R Square			.345		
F Value			21.883***		
Durbin-Watson			2.053		

Source: Survey Data, 2019

Notes: ***Significant a 1% level, **Significant at 5% level, *Significant at 10% level

As shown in Table (4.11), the specified model could explain very well about the effect of organizational commitment on sales people's information sharing and the model is considered as strong as both the value of R Square and Adjusted R Square is nearly 30 %. The value of F test, the overall significance of the model, is highly significant at 1 % level. This specified model can be mentioned valid. All VIF values for independent variables are less than 10, which mean that there are no correlations among the variables. The Durbin-Watson value is 2.053 and it is closed to 2. Therefore, it shows that there is no auto correlation in Sample.

According to the result shown in the above table, all factors have positive effect on information sharing. Affective commitment factor has the expected positive sign which means that the increase in affective commitment leads to increase employees' information sharing towards customers. Continuance commitment factor has the expected positive sign and is significant at 1% significant level. The positive relationship means that the increase in continuance commitment leads to escalate employee' information sharing towards consumers. Normative commitment factor also has the expected positive sign and is significant at 1% significant level. The positive relationship means that the increase in normative commitment leads to increase employee' information sharing towards customers.

Based on the research findings, sales people's information sharing towards consumers is high when their organizational commitment is high. When the employees have high level of continuance commitment to organization, their information sharing towards consumers is also high. Sales people with high level of continuance commitment are most likely to work with organization for a long time and it is the same for customers as well. The longer their relationship with customers, the stronger their bond and thus, the more they share about their personal matters. Thus, they share the information not only about the business, but also about the information that helps customers to get rid of any difficulties they are facing with.

Moreover, employees' information sharing towards customers is high when they have high level of normative commitment. Employees have high level of emotional support when they value loyalty to organization. Not only they pay respect to organization but also they appreciate their customers and hence, they give their best to support customers by sharing information in order to maintain loyalty and stronger bond

between sales people and customers. Thus, it is summarized that high continuance commitment and normative commitment lead to high information sharing.

4.4.3 Analysis on Effect of Organizational Commitment on Voluntary Social Interaction

In this section, linear regression model is applied to analyze the effect of organizational commitment on sales people's information sharing which is one of the extra-role customer service behavior factors. The findings for analyzing the effect of organizational commitment on sales people's information sharing are discussed. The regression results from generating this model are as shown in table (4.12).

Table (4.12) Effect of Organizational Commitment on Voluntary Social Interaction

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
(Constant)	2.766	.366	7.554	.000	
Affective Commitment	.015	.135	.114	.909	2.374
Continuance Commitment	.235***	.081	2.896	.005	2.217
Normative Commitment	.008	.103	.077	.939	2.244
R Square	.150				
Adjusted R Square	.128				
F Value	6.798***				
Durbin-Watson	2.390				

Source: Survey Data, 2019

Notes: ***Significant a 1% level, **Significant at 5% level, *Significant at 10% level

As shown in Table (4.12), the specified model could explain very well about the effect of organizational commitment on sales people's voluntary social interaction and the model is considered as strong as both the value of R Square and Adjusted R Square is over 15%. The value of F test, the overall significance of the model, is highly significant

at 1 % level and this model can be said valid. All VIF values for independent variables are less than 10, which mean that there are no correlations among the variables. The Durbin-Watson value is 2.390 and it is closed to 2. Thus, it specifies that there is no auto correlation in Sample.

According to the result shown in the above table, almost all factors have positive effect on voluntary social interaction. Affective commitment factor has the expected positive sign which means that high level of affective commitment leads to increase employees' voluntary social interaction towards customers. Continuance commitment factor has the expected positive sign and is significant at 1% significant level. The positive relationship means that the increase in continuance commitment leads to uplift employee' voluntary social interaction towards consumers. Normative commitment factor also has the expected positive sign which means that the increase in normative commitment leads to boost employee' voluntary social interaction towards customers.

Based on the findings, sales people's voluntary social interaction towards consumers is high when they have high level of organizational commitment. Sales people with high level of continuance commitment are most likely to work with organization for a long time and it is the same for customers as well. The longer their relationship with customers, the stronger their bond and thus, the more they have voluntary social interaction with customers. Since Myanmar people enjoy donations and participating some charity events, sales people will likely to join with customers in their personal free time out of the boundary of the work place when they get invited. As they appreciate loyalty and ethics for their career life, in order to maintain the loyalty to customers and according to social ethics, sales people are more likely to support voluntary social interaction towards customers when they have higher continuance commitment level. Thus, it is assumed that high continuance commitment level leads to enhance level of voluntary social interaction.

4.4.4 Analysis on Effect of Organizational Commitment on Practical Assistance

In this section, linear regression model is applied to analyze the effect of organizational commitment on sales people's practical assistance which is one of the extra-role customer service behavior. The findings for analyzing the effect of

organizational commitment on sales people’s practical assistance are discussed. The regression results from generating this model are as shown in Table (4.13).

As shown in table, the specified model could explain very well about the effect of organizational commitment on sales people’s practical assistance and the model is considered as strong as both the value of R Square and Adjusted R Square is over 30 %. The value of F test, the overall significance of the model, is highly significant at 1 % level and this described model can be said valid. All VIF values for independent variables are less than 10, which mean that there are no correlations among the variables. The Durbin-Watson value is 2.149 and it is closed to 2. Therefore, it is shown that there is no auto correlation in Sample.

Table (4.13) Effect of Organizational Commitment on Practical Assistance

Model	Unstandardized Coefficients		t	Sig	VIF
	B	Std. Error			
(Constant)	.274	.577	.474	.636	
Affective Commitment	.260	.213	1.222	.224	2.374
Continuance Commitment	.495***	.128	3.874	.000	2.217
Normative Commitment	.034	.162	.211	.833	2.244
R Square	.323				
Adjusted R Square	.305				
F Value	18.420***				
Durbin-Watson	2.149				

Source: Survey Data, 2019

Notes: ***Significant a 1% level, **Significant at 5% level, *Significant at 10% level

According to the result shown in the above table, all factors have positive effect on practical assistance. Affective commitment factor has the expected positive sign which means that the increase in affective commitment leads to increase employees' practical assistance towards customers. Continuance commitment factor has the expected positive

sign and is significant at 1 % significant level and as in turn, it leads to improve employee's practical assistance towards consumers. Normative commitment factor also has the expected positive sign and it leads to extend employee' practical assistance towards customers.

According to the studies, salespeople's practical assistance towards consumers is high when they have high level of organizational commitment. When the employees have high level of continuance commitment to organization, their practical assistance towards consumers is increased as well. Sales people with high level of continuance commitment are most likely to work with organization for a long time and it is the same for customers as well. The longer their relationship with customers, the stronger their bond and thus, the more they give practical assistance with customers. Since Myanmar people like to assist other people, when the customers are in difficulties or when they are busy during business hours, high level continuance commitment sales people will do practical assistance to them. In order to survive in the organization for a long time and achieve their goals and targets, sales people need to build strong relationship with customers to get a win-win situation for both sides. Thus, they will help customers within their limit of practical assistance. Therefore, it is summarized that high continuance commitment level leads to high level of practical assistance.

CHAPTER (5)

CONCLUSION

This chapter consists of three parts. The first part of this chapter is about findings of research factors and discussion of the analysis results of the effect of internal communication on organizational commitment and the influence of organizational commitment on sales people's extra-role customer service behavior at Osotspa Loi Hein Co., Ltd. The second part presents suggestions and recommendation. The third part includes the limitations of this research and the need for further research. The main goal of this study is to analyze the effect of internal communication on organizational commitment and the influence of organizational commitment on sales people's extra-role customer service behavior at Osotspa Loi Hein Co., Ltd.

5.1 Findings and Discussions

This study is based on internal communication, organizational commitment and sales people's extra-role customer service behaviors (emotional support, information sharing, voluntary social interaction and practical assistance). It analyzes two objectives; the effect of internal communication on sales people's organizational commitment towards Osotspa Loi Hein Co., Ltd and the effect of sales people's organizational commitment on their extra-role customer service behavior. Respondents are represented by sales people from Energy Drink Sales department at Osotspa Loi Hein Co., Ltd. These findings and discussions are not all employees' perceptions and it is only based on most respondents' perceptions. Mean results provided the level of internal communication, organizational commitment and extra-role customer service behavior of salespeople from Osotspa Loi Hein Co., Ltd. To test the effect of internal communication on organizational commitment and the influence of organizational commitment on sales people's extra-role customer service behavior in Osotspa Loi Hein Co., Ltd, structured questionnaires with Likert scale type were used.

From analysis on internal communication of sales people at Osotspa Loi Hein Co., Ltd was found that all five factors involving in indicating internal communication among employees are high. This means that employees are satisfied with downward

communication, upward communication, horizontal communication, quality of information and reliability. Especially, according to the results, quality of information is strongest among five factors. Generally, it indicates that sales people from Osotspa Loi Hein Co., Ltd receive timeliness and accurate quality information regarding to organization and their own jobs.

From analysis on organizational commitment of sales people towards Osotspa Loi Hein Co., Ltd, all three factors of affective commitment, continuance commitment and normative commitment are high. Comparing sales people's organizational commitment factors, continuance commitment is highest for employees. Therefore, sales people from Osotspa Loi Hein Co., Ltd are closely attached to organization and the benefits and rewards they gain in Osotspa Loi Hein Co., Ltd are irreplaceable for them compared to other organizations.

From analysis on sales people's extra-role customer service behavior at Osotspa Loi Hein Co., Ltd, sales people cannot do much about extra-role customer service behavior except from sharing information relating to organization and market condition to customers. Out of the five factors, information sharing is highest comparing with the other 3 types of extra-role customer service behavior; emotional support, voluntary social interaction and practical assistance. It is because of the reason that most of the sales people from Osotspa Loi Hein Co., Ltd don't have much time with customers and they just build business partner relationship with customers and don't have enough time to discuss seriously about personal issues. Moreover, there are some rules and limitations for employees in most companies for corruption, giving and receiving gifts, personal misuse of authorization and so on. Based on these results, they support their customers by sharing about all information but they cannot support the customers in other fields like family issue, voluntary social interaction and practical assistance. Therefore, it indicates that salespeople from Osotspa Loi Hein Co., Ltd do not have enough attention on extra-role customer service behavior except information sharing.

According to the findings on the effect of internal communication on employees' organizational commitment, the results indicates that all internal communication factors have a positive relationship with employee's organizational commitment. Among these factors, downward communication, quality of information and reliability of information factors have significant effect on organizational commitment. Therefore, higher level of

these internal communication factors will lead to higher level of employees' affective commitment, continuance commitment and normative commitment.

According to the findings on the effect of employees' organizational commitment on their extra-role customer behavior, the results shows that extra-role customer service behavior has a positive influence on all four types of employee extra-role customer service behavior (emotional support, information sharing, voluntary social interaction and practical assistance). It indicates that the effect of employees' extra-role customer service behavior on emotional support, information sharing, voluntary social interaction and practical assistance is significant. As a conclusion, it can be said that employees' higher organizational commitment can lead to higher emotional support, information sharing, voluntary social interaction and practical assistance.

5.2 Suggestions and Recommendations

Based on findings of the analysis, some suggestions and recommendations are made as follow in order to improve internal communication, sales people's organizational commitment and to support extra-role customer service behavior of sales people from Osotspa Loi Hein Co., Ltd because it is important to enhance the relationship between sales people and their customers.

According to the findings and results, top management of Osotspa Loi Hein Co., Ltd should keep improving the internal communication at the workplace because most employees are satisfied with internal communication in this organization. Since internal communication is the cause of employees' high commitment on affective, continuance and normative commitment, it is good to keep on trying to improve the internal communication among sales people, supervisors and top management. In trying to improving the internal communication of sales people, top management especially should care about the quality of information because the quality of information is the highest among the internal communication factors. Additionally, sales people are likely to have accurate information from reliable source timely so that they can share information to their customers timely which is one of the extra-role customer service behavior factors that sales people support to customers.

The organization should also improve the sales people's organizational commitment because it is a reason for their extra-role customer service behavior. The

organization should try to improve sales people's affective commitment, continuous commitment and normative commitment. To improve employees' affective commitment, the organization should care about creating a strong team work culture to cultivate the healthy work environment and developing trust on sales people. Additionally, clarifying company's objectives clearly and letting top management to communicate them regularly will help to improve sales people's affective commitment towards organization. Employees who are affectively committed feel valued, act as ambassadors for their organization and are great asset. To improve employees' continuance commitment, the organization should encourage employees to come up with new ideas in order to create more exciting and innovative workplace. To improve employees' normative commitment, organizations need to value sales people's contribution. Recognizing their hard work and rewarding them can increase their continuance commitment.

Organizational commitment is found to be the variable that most affect the quality of service. Therefore, Osotspa Loi Hein Co., Ltd should focus on the emotional attachments of sales people to their organization. Amongst the three types of organizational commitment, continuance commitment is the highest among organizational commitment and it should be focused more by top management. Since Osotspa Loi Hein Co., Ltd is one of the largest companies in Myanmar, getting a job at such a big company is the best recognition for his performance and sales people can feel the job security. In additional to this, Osotspa Loi Hein Co., Ltd should focus on improving continuous commitment through various means and methods.

According to the analysis, it indicates that information sharing is outperformed compared to the rest of extra-role customer service behavior factors. Therefore, the organization should try to encourage sales people's information sharing whilst letting them do emotional support, voluntary social interaction and practical assistance. In order to share information to the customers, sales people need to get the quality of information from the reliable sources. And thus, internal communication is essential for sales people's behavior towards extra-role customer service. Furthermore, the more communication sales people can do via different factors, the more they know about their organization and higher their commitment towards organization. As a result, they serve the customers better than ever.

In summary, the results of the analysis showed that there is positive effect of internal communication on organizational commitment and organizational commitment

also has positive influence on sales people's extra-role customer service behavior. Therefore, to keep the employees act extra-role customer service behavior, the management should care more about internal communication among employees, supervisors and top management and care the sales people's organizational commitment towards Osotspa Loi Hein Co., Ltd.

5.3 Needs for Further Research

The study only focuses on the internal communication, sales people's organizational commitment and extra-role customer service behavior of Osotspa Loi Hein Co., Ltd (Yangon Branch). The analysis was the effect of internal communication on sales people's organizational commitment and the effect of sales people's organizational commitment on their extra-role customer service behavior of only employees who are working at Osotspa Loi Co., Ltd (Yangon Branch). Only 125 respondents are collected and emphasize was on Osotspa Loi Co., Ltd (Yangon Branch) because of time and cost limitations. The analysis does not cover internal communication, organizational commitment and extra-role customer service behavior of the whole employees at Osotspa Loi Co., Ltd, Loi Hein Group of Companies and other industries. The result may be differed by having more respondents. The further research should be conducted using a larger sample to show more concrete analysis of data. The data should also be collected and analyzed from other industries in Myanmar.

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APPENDIX

APPENDIX I- Survey Questionnaire

As part of my MBA Thesis at the Yangon University of Economics, I am conducting a survey that investigates the effect of internal communication on Extra-role Customer Service Behavior. I will appreciate if you could complete this survey form. Any of your information obtained from this survey will remain confidential. Thank you for your participation.

Section A: Demographic

Please tick in the boxes where appropriate in the required information.

1. What is your gender?

Male Female

2. What is your age range?

16-24 25-34 35-44 45-54 54 and above

3. What is your range of salary?

Under 100,000
 100,001-200,000
 200,001-300,000
 300,001-400,000
 Above 400,000

4. How long have you worked on the current position?

Under 1 year 1-3 years 3 years above – 5 years 5 years
above

Read the following statements then use scales below to indicate the degree to which you agree or disagree with each statement about internal communication. Whatever information you give is strictly confidential and could be used for academic purpose only.

Directions

Next to each statement, tick the number that represents how strongly you feel about the statement by using the following scoring system.

Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, Strongly Agree=5

Section B: Internal Communication

Downward Communication

No	Particular	1	2	3	4	5
1.	My supervisor really understands my job problems.					
2.	My supervisor encourages me to let him/her know when things are going wrong on the job.					
3.	My supervisor makes it easy for me to do my best work.					
4.	My supervisor expresses his/her confidence with my ability to perform the job.					
5.	My supervisor is willing to arguments and to give a fair hearing to all points of view.					
6.	My supervisor makes me feel free to talk with him/her.					
7.	My supervisor really understands me.					
8.	My supervisor is frank and candid with me.					

Upward Communication

No.	Particular	1	2	3	4	5
1.	My opinions make a difference in the day-to-day decisions that affect my job.					
2.	I believe my views have real influence in my organization.					
3.	I can expect that recommendations I make will be heard and seriously considered.					

No.	Particular	1	2	3	4	5
4.	My supervisor listens to me when I tell him/her about things that are bothering me.					
5.	I think I am safe in communicating bad news to my supervisor without fear of retaliation on his/her part.					

Horizontal Communication

No.	Particular	1	2	3	4	5
1.	My co-workers and I work well together to achieve our goals.					
2.	My co-workers respect my thoughts and feelings.					
3.	My co-workers and others increase my overall job satisfaction.					
4.	I feel I can trust what my co-workers tell me.					
5.	I enjoy my interactions with my colleagues.					

Quality of Information

No.	Particular	1	2	3	4	5
1.	I think that people in this organization say what they mean and mean what they say.					
2.	People in top management say what they mean and mean what they say.					
3.	People in this organization freely exchange information and opinions.					
4.	I was informed about how well organizational goals and objectives are being met.					
5.	I am pleased with the management's efforts to keep employees up-to-date on recent developments that relate to the organization's welfare – such as profitability, future growth plans, etc.					
6.	I was notified in advance of changes that affect my job.					
7.	My job requirements are specified in clear language.					

Reliability of Information

No.	Particular	1	2	3	4	5
1.	Top management is providing me with the kinds of information I really want and need.					
2.	I receive information from the sources that I prefer (eg. From your supervisors, department meetings, co-workers, newsletters)					
3.	People in this organization are encouraged to be really open and candid with each other.					
4.	I think that information received from management is reliable.					
5.	I think that information received from my colleagues (coworkers) is reliable.					

Source: Dennis, H. S. (1974)

Section C: Organizational Commitment

Affective Commitment

No.	Particular	1	2	3	4	5
1.	I would be very happy to spend the rest of my career with this organization.					
2.	I enjoy discussing about my organization with people outside it.					
3.	I really feel as if this organization's problems are my own.					
4.	I think that I could easily become as attached to another organization as I am to this one. (R)					
5.	I do not feel like "part of the family" at my organization. (R)					
6.	I do not feel "emotionally attached" to this organization. (R)					
7.	This organization has a great deal of personal meaning for me.					
8.	I do not feel a "strong" sense of belonging to my organization. (R)					

Continuance Commitment

No.	Particular	1	2	3	4	5
1.	I am not afraid of what might happen if I quit my job without having another one lined up. (R)					
2.	It would be very hard for me to leave my organization right now, even if I wanted to.					
3.	Too much in my life would be disrupted if I decided to leave my organization now.					
4.	It wouldn't be too costly for me to leave my organization now.					
5.	Right now, staying with my organization is a matter of necessity as much as desire.					
6.	I feel that I have very few options to consider leaving this organization.					
7.	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.					
8.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here.					

Normative Commitment

No.	Particular	1	2	3	4	5
1.	I think that people these days move from company to company too often.					
2.	I do not believe that a person must always be loyal to his or her organization. (R)					
3.	Changing jobs from one company to another company does not seem at all unethical to me. (R)					
4.	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.					

No.	Particular	1	2	3	4	5
5.	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.					
6.	I was taught to believe in the value of remaining loyal to one organization.					
7.	Things were better in the days when people stayed in one organization for most of their careers.					
8.	I do not think that loyalty to company is sensible anymore. (R)					

Source: Allen & Meyer, 1990

Section D: Salespersons Extra-role Customer Service Behavior

Emotional Support

No.	Particular	1	2	3	4	5
1.	Most of the time when customers or someone complained to me about their family problem, I just listened and did not give any suggestions to them.					
2.	I can't give monetary support to customers who are in difficulty, but I can give spiritual support to them.					
3.	I would regard customers as a friend so that they would think of me as their friend and share their personal problems with me.					
4.	Customers feel free to share me about happy or unhappy things in her life.					
5.	I care about my customers' things not only for business but also emotional issues such as financial difficulty, bodily tiredness, etc.					
6.	I always reflected sustained concern for customers' business or health.					
7.	When a customer had a pessimistic view of difficulties, I would give him another way of thinking to get his mind off it.					

Information Sharing

No.	Particular	1	2	3	4	5
1.	I share market information or daily news to customers.					
2.	I teach or suggest the customers based on my experience and knowledge when they face personal difficulties in their lives.					
3.	I would introduce my family doctor to customers who need some information for their health.					
4.	If I don't know the answer to a customer's business problem right away, I would find information from the specialized books, Internet or experts, and then tell them of my findings.					

Voluntary Social Interaction

No.	Particular	1	2	3	4	5
1.	I would spend my personal free time with customers' social actions. For example, I would go to a customer's (religious related) donation ceremony or wedding when they invite me.					
2.	I always send greetings on special days or occasions such as birthday or wedding anniversary or shop opening anniversary, etc.					
3.	A customer wished me to accompany him for shopping or trip or somewhere during my personal time.					

Practical Assistance

No.	Particular	1	2	3	4	5
1.	I would provide discounts for customers when they had financially difficulties, even it will cause a conflict of interest for me.					
2.	I could look after a shop owner's child or assist them when they are busy with consumers.					
3.	Sometimes I give discounts to customers more than the amount I can authorize.					
4.	I listened and talked about the customer's family problem, sometimes I even negotiated within their family members.					

Source: Chang & Chen, 2012

Thank you for participation!

APPENDIX – II

Regression Model 1 – Relationship of Internal Communication on Affective Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.716 ^a	.512	.491	.28118	1.688

a. Predictors: (Constant), Reliability of Information Mean, Horizontal Communication Mean, Upward Communication Mean, Downward Communication Mean, Quality of Information Mean

b. Dependent Variable: Affective Commitment Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.456	5	1.891	23.920	.000 ^b
	Residual	9.013	114	.079		
	Total	18.469	119			

a. Dependent Variable: Affective Commitment Mean

b. Predictors: (Constant), Reliability of Information Mean, Horizontal Communication Mean, Upward Communication Mean, Downward Communication Mean, Quality of Information Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.435	.320		4.481	.000		
	Downward Communication Mean	.222	.071	.278	3.111	.002	.536	1.867
	Upward Communication Mean	.013	.102	.013	.130	.897	.442	2.262
	Horizontal Communication Mean	.166	.080	.170	2.073	.040	.638	1.566
	Quality of Information Mean	.091	.081	.145	1.120	.265	.255	3.920
	Reliability of Information Mean	.162	.071	.254	2.273	.025	.344	2.908

a. Dependent Variable: Affective Commitment Mean

Regression Model 2 – Relationship of Internal Communication on Continuous Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.786 ^a	.618	.601	.40005	1.302

a. Predictors: (Constant), Reliability of Information Mean, Horizontal Communication Mean, Upward Communication Mean, Downwarded Communication Mean, Quality of Information Mean

b. Dependent Variable: Continuance Commitment Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.505	5	5.901	36.873	.000 ^b
	Residual	18.245	114	.160		
	Total	47.750	119			

a. Dependent Variable: Continuance Commitment Mean

b. Predictors: (Constant), Reliability of Information Mean, Horizontal Communication Mean, Upward Communication Mean, Downwarded Communication Mean, Quality of Information Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.518	.455		1.137	.258		
	Downwarded Communication Mean	.033	.102	.026	.327	.745	.536	1.867
	Upward Communication Mean	.026	.146	.016	.179	.858	.442	2.262
	Horizontal Communication Mean	.046	.114	.029	.399	.690	.638	1.566
	Quality of Information Mean	.581	.116	.576	5.025	.000	.255	3.920
	Reliability of Information Mean	.205	.102	.199	2.016	.046	.344	2.908

a. Dependent Variable: Continuance Commitment Mean

Regression Model 3 – Relationship of Internal Communication on Normative Commitment

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.623 ^a	.388	.361	.40127	1.810

a. Predictors: (Constant), Reliability of Information Mean, Horizontal Communication Mean, Upward Communication Mean, Downward Communication Mean, Quality of Information Mean

b. Dependent Variable: Normative Commitment Mean

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.641	5	2.328	14.460	.000 ^b
	Residual	18.356	114	.161		
	Total	29.997	119			

a. Dependent Variable: Normative Commitment Mean

b. Predictors: (Constant), Reliability of Information Mean, Horizontal Communication Mean, Upward Communication Mean, Downward Communication Mean, Quality of Information Mean

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.159	.457		2.536	.013		
	Downward Communication Mean	.055	.102	.054	.539	.591	.536	1.867
	Upward Communication Mean	.160	.146	.121	1.095	.276	.442	2.262
	Horizontal Communication Mean	.139	.114	.112	1.220	.225	.638	1.566
	Quality of Information Mean	.268	.116	.335	2.311	.023	.255	3.920
	Reliability of Information Mean	.088	.102	.108	.861	.391	.344	2.908

a. Dependent Variable: Normative Commitment Mean

Regression Model 4 – Relationship of Organizational Commitment on Emotional Support

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.563 ^a	.317	.299	.34488	2.234

a. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective Commitment Mean

b. Dependent Variable: Emotional Support Mean

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.390	3	2.130	17.908	.000 ^b
	Residual	13.798	116	.119		
	Total	20.188	119			

a. Dependent Variable: Emotional Support Mean

b. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective Commitment Mean

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.620	.335		4.829	.000		
	Affective Commitment Mean	.262	.124	.251	2.119	.036	.421	2.374
	Continuance Commitment Mean	.110	.074	.169	1.480	.142	.451	2.217
	Normative Commitment Mean	.173	.094	.211	1.836	.069	.446	2.244

a. Dependent Variable: Emotional Support Mean

Regression Model 5 – Relationship of Organizational Commitment on Information Sharing

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.601 ^a	.361	.345	.31999	2.053

a. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective Commitment Mean

b. Dependent Variable: Information Sharing Man

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.722	3	2.241	21.883	.000 ^b
	Residual	11.878	116	.102		
	Total	18.599	119			

a. Dependent Variable: Information Sharing Man

b. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective Commitment Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.919	.311		6.167	.000		
	Affective Commitment Mean	.062	.115	.062	.544	.587	.421	2.374
	Continuance Commitment Mean	.194	.069	.311	2.816	.006	.451	2.217
	Normative Commitment Mean	.231	.088	.293	2.638	.009	.446	2.244

a. Dependent Variable: Information Sharing Man

Regression Model 6 – Relationship of Organizational Commitment on Voluntary Social Interaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.387 ^a	.150	.128	.37642	2.390

a. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective Commitment Mean

b. Dependent Variable: Voluntary Social Interaction Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.890	3	.963	6.798	.000 ^b
	Residual	16.436	116	.142		
	Total	19.325	119			

a. Dependent Variable: Voluntary Social Interaction Mean

b. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective Commitment Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.766	.366		7.554	.000		
	Affective Commitment Mean	.015	.135	.015	.114	.909	.421	2.374
	Continuance Commitment Mean	.235	.081	.369	2.896	.005	.451	2.217
	Normative Commitment Mean	.008	.103	.010	.077	.939	.446	2.244

a. Dependent Variable: Voluntary Social Interaction Mean

Regression Model 7 – Relationship of Organizational Commitment on Practical Assistance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.568 ^a	.323	.305	.59307	2.149

a. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective Commitment Mean

b. Dependent Variable: Practical Assistance Mean

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.436	3	6.479	18.420	.000 ^b
	Residual	40.801	116	.352		
	Total	60.237	119			

a. Dependent Variable: Practical Assistance Mean

b. Predictors: (Constant), Normative Commitment Mean, Continuance Commitment Mean, Affective Commitment Mean

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.274	.577		.474	.636		
	Affective Commitment Mean	.260	.213	.144	1.222	.224	.421	2.374
	Continuance Commitment Mean	.495	.128	.441	3.874	.000	.451	2.217
	Normative Commitment Mean	.034	.162	.024	.211	.833	.446	2.244

a. Dependent Variable: Practical Assistance Mean