

The Critical Antecedents to Organizational Citizenship Behaviors: Empirical Evidences from North Cyprus Service Industry

Mustafa Daskin, PhD Researcher (Corresponding author)

Faculty of Business, Girne American University, Girne, North Cyprus

Tel: 90-542-880-2945 E-mail: daskinmus@hotmail.com

Associate Prof. Dr. Serdar Saydam

Faculty of Business, Girne American University, Girne, North Cyprus

Tel: 90-392-650-2000 E-mail: serdarsaydam@gau.edu.tr

Prof. Dr. Huseyin Arasli

Faculty of Business and Economics, Eastern Mediterranean University, North Cyprus

Tel: 90-392-630-1111 E-mail: huseyinarasli@emu.edu.tr

Received: March 14, 2013 Accepted: April 4, 2013 Published: April 4, 2013

doi:10.5296/jmr.v5i2.3376 URL: <http://dx.doi.org/10.5296/jmr.v5i2.3376>

Abstract

This empirical study aims to investigate the effect of management commitment to service quality (MCSQ), intrinsic motivation, polychronicity, nepotism, and job satisfaction on hotel frontline employees' (FLEs) organizational citizenship behaviors (OCBs) in hotel setting in North Cyprus. PLS method was used to analyze the hypothesized relationships. This paper presented an integrative model to test the aforementioned effects and relationships. With the exception of the relationship between polychronicity and job satisfaction, all hypothesized relationships were supported. Significantly, while education was found to be negatively related to FLEs' job satisfaction, on the other hand it was found to be positively related to their OCBs. Also, tenure was found to be positively related with job satisfaction. As a first in the service management literature, this paper provides implications for managers in terms of minimizing the negative effects of nepotism on FLEs' citizenship behaviors. The current

study by adding untried dispositional antecedents such as polychronicity and intrinsic motivation in its conceptual model of OCB in a hotel setting lends further contributions to OCB literature and provides useful guidelines to practitioners as well. This study by being conducted in North Cyprus, sought to expand this line of research by including different sociocultural context that added uniqueness to our model.

Keywords: Organizational citizenship behavior, Frontline employees, Service management, Management commitment to service quality, Nepotism, Polychronicity

1. Introduction

In the competitive business environment, service companies enhance their competitive advantage by offering better service experiences to their customers (Chacko, 1998; Francis et al., 2006; Kotler & Keller, 2007). One strategy related to sustaining such competitive advantages is to develop the human capital (Frei, 2008). Because the success of the service firms depends on frontline employees (FLEs; foodservice providers, front desk agents, bell staff, and floor attendants) who make face-to-face interactions with customers, prosocial behaviors (expected and extra-role customer service behaviors) by FLEs has become a critical issue for the service industry (Chebat et al., 2002; Karatepe & Ehsani, 2012; Ma & Qu, 2011). Nevertheless, few studies explored service-oriented citizenship behaviors (Mei, 2009). Specifically, Morrison (1996) and Bienstock et al. (2003) indicate that FLE's discretionary behaviors not formally prescribed by the organization – organizational citizenship behaviors (OCBs) – influence the quality of service delivered to the consumers. Thus, OCBs are of particular interest to service managers in order to stimulate this type of behaviors and so are extremely important for promoting organizational performance (Podsakoff et al., 2009).

This is more important for new developing tourism destinations like North Cyprus where the tourism and hospitality industry constitutes an essential part of the economy and a significant portion of the overall gross national product (Alipour & Kilic, 2005; Altinay et al., 2002). Though North Cyprus has comparative advantages of beautiful attractions and full potential of various types of tourism alternatives to its destination, it fails to attract the significant number of tourists. Because the recent studies have revealed that North Cyprus tourism has been facing serious managerial problems such as companies face human resource challenges, scarcity of organizational resources, and poor service quality (Alipour & Kilic, 2005; Arasli et al., 2006; Arasli & Karadal, 2009; Daskin, 2012; Daskin & Tezer, 2012; Kilic & Okumus, 2005).

In this regard, competitive organizations need to focus on hiring and retaining employees who are helpful, engaged, and cooperative, often beyond the call of duty. Initially, the importance of these behaviors for organizational effectiveness has been emphasized by Katz and Kahn (1966), and Bateman and Organ (1983). In fact, Katz and Kahn suggested that spontaneous or extra-role behaviors are necessary for effective organizations. OCBs have received a considerable amount of scholarly attention since then (e.g., Hoffman et al., 2007; Organ, 1997; Podsakoff et al., 2000). Much of the scholarly interest in OCBs stems from the widespread belief that OCBs improve the efficiency and effectiveness of organizations (Organ et al., 2006). OCBs include both behaviors that are directed toward specific persons (e.g. interpersonal helping), as well as more impersonal forms of conscientiousness and workplace involvement that contribute to organizational effectiveness (e.g. sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development; Organ et al., 2006). These extra-role behaviors are likely to facilitate social and psychological contexts that support task performance in the organization (Organ, 1997).

Against this backdrop, the expectation that OCBs have a positive impact on organizational

performance and then the service quality has prompted researchers to search for antecedents to the phenomena (Konovsky & Organ, 1996; Organ et al., 2006; Organ and Ryan, 1995; Podsakoff et al., 2000). For example, based on a review of the OCBs literature, Podsakoff et al. (2000) have identified various antecedents including individual, task and organizational characteristics. Podsakoff et al. (2000) also identified two main categories of individual characteristics including employees' attitudes and dispositional variables. Organ and Ryan's (1995) meta-analysis of 55 studies showed those employees' job attitudes; especially job satisfaction can predict OCBs better than dispositional variables.

1.1 Purpose and Rationale

Since the success of the service firms depends on frontline employees who make face-to-face interactions with customers, OCBs (expected and extra-role customer service behaviors) by the employees have become a critical issue for the service industry (Bienstock et al., 2003; Ma & Qu, 2011). With this realization, this study develops and tests a model, by using a sample of hotel FLEs in North Cyprus as its setting to investigate the impact of contextual factors (management commitment to service quality and nepotism), attitudinal factor (job satisfaction), and dispositional factors (intrinsic motivation and polychronicity) on OCBs.

The rationale for adding these antecedents is that the past research indicates that managerial initiatives are a critical determinant of service worker behavior in the workplace (Alexandrov et al., 2007; Babakus et al., 2003; Hartline & Ferrell, 1996; Rod & Ashill, 2010). Fuller et al. (2003) suggested that employees are more likely to commit themselves to a company when they feel that the company is committed to them. For intrinsic motivation and polychronicity, According to Amabile et al. (1994), intrinsically motivated behavior is self-initiated: someone undertakes an activity for its own sake. The activity-itself is interesting and results in feelings of accomplishment and self-fulfillment. Consistent with the Conservation of Resources theory, intrinsic motivation is one of the personal characteristics that may aid stress resistance (Hobfoll, 1989). The nature of the hospitality industry requires employees in frontline service jobs to engage in a number of tasks in challenging service encounters. This is not surprising, because FLEs are the face of a hospitality firm and are expected to deliver quality services to customers and deal with customer requests and problems successfully (Karatepe & Kilic, 2007). Under these circumstances, it seems that hospitality managers need to acquire and retain a pool of frontline employees who can display meticulous efforts for accomplishing various tasks (Cetinel et al., 2009).

FLEs remain underpaid, undertrained, and overworked (Arasli et al., 2006; Daskin, 2011; Daskin & Tezer, 2012; Karatepe & Sokmen, 2006). Specifically, this is the reality of hotel sector in developing countries like North Cyprus, employment of intrinsically-motivated and polychronic individuals may play a significant role in this process. Also, there is a paucity of empirical research on these employee characteristics in the hotel industry. With this realization, the need for this research is accentuated by prominent characteristics (intrinsic motivation and polychronicity) of FLEs due to their boundary-spanning roles in hotel organizations.

On other hand, nepotism has been criticized mostly as being unprofessional (Arasli & Tumer,

2008; Bute, 2011). Bellow (2003) defines it as “favoritism based on kinship” (p.11). Nepotism is generally seen as using family influence in order to employ relatives (Abdalla et al., 1998). The structure of socio-cultural, economic, educational and political circumstances all push people to be more cohesive and tolerant toward nepotism in small countries (Arasli et al., 2006). This study firstly investigates the possible impact of nepotism on OCBs, which is a relatively virgin area. The effects of nepotism have mostly so far been examined at the macro level (Abdalla et al., 1998; Boadi, 2000; Mutlu, 2000). The result is a paucity of empirical research, especially at the organizational level. This study aims to search how much FLE jobs are attractive to trigger pressure for nepotism.

Also, while researchers have identified a wide range of predictors of OCB, attitudinal predictors have been found to have the most consistent effects (Organ & Ryan, 1995). There is considerable support for the relationship between job satisfaction and OCBs (e.g., Lapierre & Hackett, 2007; Ngunia et al., 2006; Schappe, 1998). It is reasonable to suggest that job satisfaction would be positively related to OCBs. Employees who are satisfied from his/her job generally reciprocate with positive behavior, including OCBs.

Significance of the present study is to enrich the related literature in several ways. First, numerous studies investigated the OCBs in manufacturing context (Bitner, 1990; Morrison, 1994); however, a few studies explored service-oriented OCBs (Mei, 2009). Even though service-oriented employees’ behaviors have become more important with the growing of the service industry, OCBs in the service industry are somewhat ignored (Yoon & Suh, 2003). Compared with OCBs in manufacturing context, OCBs in the service industries are more important than in the manufacturing industries since service-oriented employees have face-to-face contact with customers (Bartel, 2004), and their behaviors can ultimately enhance or diminish organizational image (Schneider & Bowen, 1993). In order to meet or exceed customers’ expectations, service workers have to adapt their work behavior to deal with the highly individualized nature of customer needs, revealing a crucial role of OCBs in service industries (Stamper & Van Dyne, 2003). Service firms should develop a proper climate that guides employees’ actions to exhibit OCBs (Filipem et al., 2010). Therefore, this study further explored OCBs in a hotel setting.

Second, OCBs are influenced by the culture (i.e., norms, thoughts, values) of the society. For instance, the degree of power distance in a society influences the discretion level attributed to an employee (Clugston et al., 2000). As Farh et al. (1997) indicated “we know little about citizenship behaviors in a global context” (p. 421). The fact that the theories regarding OCBs were developed based on one culture constrains both the theories and solutions to the organizational problems (Aycan et al., 2000). Although OCBs has been studied in depth, its applicability in other cultures than the United States has not been studied extensively (Cohen, 2007). The cultural context might encourage or discourage OCB-like behaviors or influence the conditions (i.e., empowerment) that stimulate OCBs (Paine & Organ, 2000).

Last, despite the expectation that individual differences in traits or values would determine employee engagement in OCBs, research has shown them to be weak predictors (Konovsky & Organ, 1996; Organ et al., 2006; Podsakoff et al., 2000). In meta-analyses and literature

reviews, both work attitudes (e.g., job satisfaction) and contextual factors (e.g., organizational culture) have more strongly predicted OCBs than have individual differences (Lepine et al., 2002; Organ et al., 2006; Organ & Ryan, 1995; Podsakoff et al., 2000). Expectedly, the current study by being conducted in North Cyprus hotel industry, seeks to hypothesize the effect of individual differences on OCBs in a different cultural context.

In conclusion, the reason for choosing OCBs as a research ground is its positive relationship with unit performance, which means by measuring OCBs we can get one step closer in increasing the unit performance and then service quality. The present thesis aims to investigate the effect of MCSQ, intrinsic motivation, polychronicity, nepotism, and job satisfaction on FLEs' OCBs. The current study by adding untried antecedents (polychronicity and nepotism) in its model in a hotel setting provides further contributions to OCB literature and provides useful guidelines to practitioners as well. The main focus of this study is to answer the research questions as follows:

- 1) Are contextual antecedents of MCSQ and nepotism significantly associated with OCBs?
- 2) Do personality factors such as intrinsic motivation and polychronicity predict OCBs?
- 3) Does job satisfaction as an attitudinal antecedent predict OCBs?

The scope, significance, and purpose of the current study were discussed in the previous paragraphs. The remainder of this paper is structured as follows: First, we review literature on management commitment to service quality (empowerment and rewards), intrinsic motivation, polychronicity, nepotism, job satisfaction and present the hypotheses. Next, we describe the methodology and data collection procedures of our study. We then report our findings and discuss the implications and limitations of this study.

2. Conceptual Model and Research Hypotheses

2.1 Model

Figure 1 presents the conceptual model and hypothetical relationships between the selected antecedents and OCBs. It is proposed that MCSQ variables (empowerment and rewards) are positive significant predictors of both job satisfaction and OCBs. Intrinsic motivation and polychronicity are also positive drivers of job satisfaction and OCBs. The need for this empirical research in North Cyprus hotel context is accentuated by prominent characteristics (intrinsic motivation and polychronicity) of FLEs due to their boundary-spanning roles in hotel organizations. Specifically, aforementioned characteristics of the hotel industry in small states or in developing countries like North Cyprus, make selection and employment of intrinsically-motivated and polychronic FLEs more reasonable human resource strategy indeed. They are expected to be more satisfied with the organization where resources are limited, multi-tasking, demanding situations and nepotistic behaviors are common.

On the other hand, nepotism as a common behaviour exerted by many owner or managers in the organizations and is suggested as the most important obstacle in front of the organizational success and survival. Thus it has been added as a dysfunctional variable in the model of the current study. Nepotism is negative significant predictor of job satisfaction and

OCBs. Job satisfaction was deliberately included in the model as an affective outcome and attitudinal antecedent of OCBs as well.

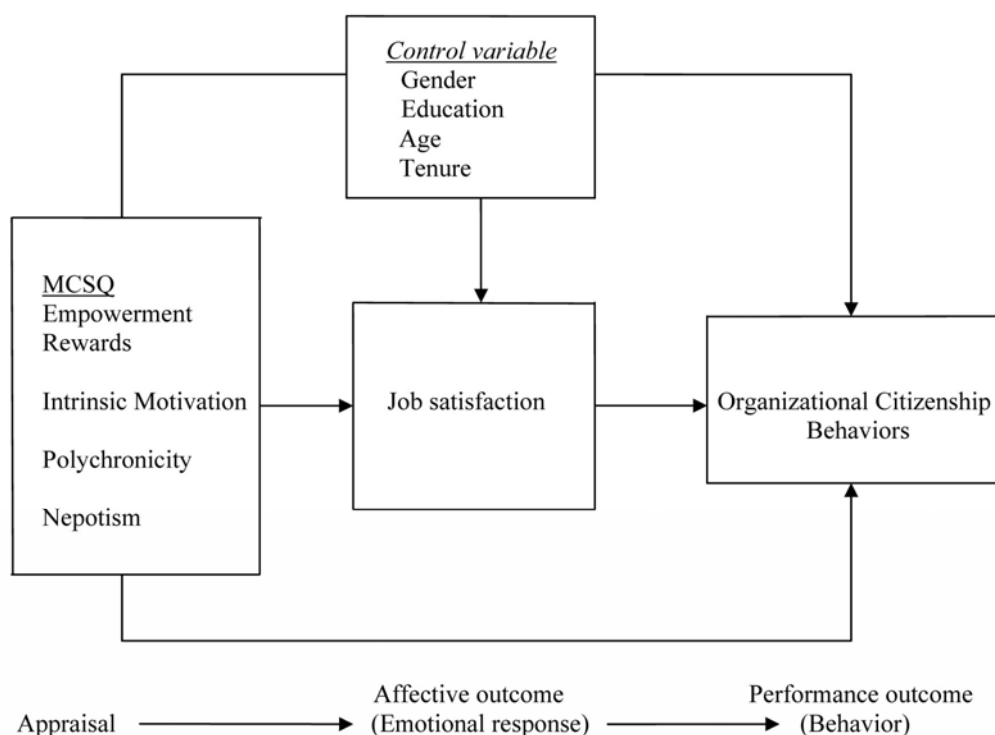


Figure 1. Conceptual model of organizational citizenship behaviors

2.1.1 The effect of MCSQ on job satisfaction and OCBs

Babakus et al. (2003, p. 3) defined MCSQ as “employees’ appraisal of an organization’s commitment to nurture, develop, support and reward its employees to achieve service excellence”. Further, Gronross (1988) found that, when managers treat their employees well, employees treat their customers well. As such, employees are more likely to commit themselves to a company when they feel that the company is committed to them (Fuller et al., 2003). Forrester (2000) suggested that employee evaluations of these management initiatives are an appropriate tool to objectively assess initiatives that relate to MCSQ.

A synthesis of the relevant literature supports that availability of management commitment in the forms of empowerment and external rewards increase employees’ job satisfaction. For instance, Hinkin and Schriesheim (2004) proposed the existence of a positive relationship between rewards that are provided by management and employee job satisfaction and effectiveness of work produced. Cheung and To (2010) found a significant relationship between MCSQ and job satisfaction. Rod and Ashill (2010) also reported a significant positive relationship between MCSQ and job satisfaction for a sample of FLEs. Kim et al. (2009a) and Lam et al. (2002) argue that empowerment and rewards lead to increases in hotel employees’ job satisfaction. Arasli and Daskin (2012) reported a positive relationship between MCSQ and job satisfaction for a sample of hotel frontline employees.

Furthermore, Bowen and Lawler (1995) argued that empowered employees feel better about themselves and their jobs; these feelings may enhance service performance and customer satisfaction. Conger and Kanungo (1988) pointed out that psychological empowerment is a type of internal motivation conducive to promoting OCB. Morrison (1996) proposed that empowerment incentivizes employees, increasing their motivation, aspirations, and demonstration of organizational citizenship; moreover, for good organizational citizenship, employees must have influence in the fulfilling of their job responsibilities. Wat and Shaffer (2005) also indicated that employees' empowerment significantly influences OCBs. Haworth and Levy (2001) using empirical data, submits that instrumentality of rewards impact OCBs. Jo et al. (2009) reported a positive relationship between rewards and OCBs for a sample of frontline employees. In the light of preceding discussion, the following hypotheses were proposed:

Hypothesis 1a: MCSQ (as manifested by employee empowerment and rewards) is positively related to FLEs' job satisfaction.

Hypothesis 1b: MCSQ (as manifested by employee empowerment and rewards) is positively related to FLEs' OCBs.

2.1.2 The effect of intrinsic motivation on job satisfaction and OCBs

Intrinsic motivation refers to an individual's 'feeling of challenge or competence derived from performing a job' (Keaveney, 1992: 151). Among various types of motivation, intrinsic motivation has been noted as having a large effect on employee attitudes and performance (Deci & Ryan, 2004). Specifically, Lu (1999) reported that intrinsic motivation (feelings of accomplishment and self-fulfillment) exerted a significant positive effect on the job satisfaction of working adults. Low et al. (2001) also found that intrinsic motivation was positively associated with the job satisfaction of salespeople. Empirical evidence from the hospitality management literatures reveals that intrinsically motivated employees demonstrate desirable outcomes such as heightened job satisfaction (Karatepe & Uludag, 2007).

Further, conceptual evidence indicates that intrinsically-motivated employees are innovative and high performers in the workplace (Miller, 2002). Tang and Ibrahim (1998) suggested that intrinsic motivation refers to the time spent by the employee to carry out the task in the free-choice period, how well the task is liked, willingness to participate in the future experiments, and voluntary behaviors (extra-role behaviors) in an organization. Cardona et al. (2004) also suggested that when employees perceive their work as helping their learning process and intrinsically motivating, they develop positive perceptions towards their works which increase feelings of responsibility and involvement as a result of which engagement in OCBs increases. Gagne and Deci (2005) suggested that employees with high intrinsic motivation were more involved in their jobs and demonstrated greater goal attainment than those who were less intrinsically motivated. A research conducted in service industry also reveals that intrinsic motivation has a significant positive effect on perceptions of performance (Babakus et al., 1996). So, this study posits that employees with higher intrinsic motivation are likely to display high job satisfaction and OCBs to the organization. Also, by considering the lack of empirical research regarding the relationship between intrinsic

motivation and OCBs in the management literature, this study proposes the following hypotheses:

Hypothesis 2a: Intrinsic motivation is positively related to job satisfaction.

Hypothesis 2b: Intrinsic motivation is positively related to OCBs.

2.1.3 The effect of polychronicity on job satisfaction and OCBs

Polychronicity refers to “the extent to which people in a culture: (1) prefer to be engaged in two or more tasks or events simultaneously; and (2) believe their preference is the best way to do things” (Bluedorn et al., 1999, p. 207). Polychronic individuals prefer to be involved in several tasks in a given period of time, while monochronic individuals prefer to complete a single task at a time before taking on another task (Conte & Gintoft, 2005).

There have been only a few studies attempting to investigate the relationship between polychronicity and job satisfaction. Arndt et al. (2006) conducted an empirical study using 313 retail employees to examine the relationship between polychronicity and job satisfaction. They found that front-line employees with a polychronic-orientation had a direct and positive effect in predicting job satisfaction. In particular, employees in a service organization such as a hotel are not only constantly faced with uncertain and unpredictable situations such as irate customers and special requests (Bitner et al., 1990), but are also expected to work more quickly within a limited time. Similarly, Jang and George (2012) reported a positive relationship between polychronicity and job satisfaction for a sample of hotel employees.

In addition, there is a little empirical evidence has examined the relationship between polychronicity and behavioral outcomes such OCBs. For instance, Taylor et al. (1984) described work situations in which polychronic preferences and behaviors would be positively associated with performance outcomes (extra-role behaviors). An empirical research conducted in hotel industry has reported indirect impact of polychronicity on job performance (.07, $t = 2.09$) and extra-role customer service behaviors (.08, $t = 2.22$) through work engagement (Karatepe et al., 2013). There is a paucity of research evidence on the relationship between polychronicity and OCBs. Accordingly, it would seem to presume that strong polychronic individuals may tend to be more satisfied with a job and more engaged in OCBs. Thus, these arguments can lead to following hypotheses:

Hypothesis 3a: Polychronicity is positively related to job satisfaction.

Hypothesis 3b: Polychronicity is positively related to OCBs.

2.1.4 The effect of nepotism on job satisfaction and OCBs

Abdalla et al. (1998) stated that nepotism is derived from the Latin word Nepot (nephew). Today, nepotism is defined as the employment of relatives within the same organization. In addition, the longman dictionary of Contemporary English defines nepotism as “the practice of favoring one’s relatives when one has power or a high office, especially by giving them good jobs.” Specifically, nepotism is a type of conflict of interest. One negative effect of nepotism on human resources management recruitment and placement practices is the fact

that candidates are recruited because of friendships and bold ties. Because these people may not have sufficient knowledge and qualifications for the job, they may not perform as well as would other candidates that do have the appropriate qualifications. This causes unproductiveness on the part of other employees within the enterprise and can negatively impact organizational justice, motivation, and harmony. These negative factors within an organization can lead productive employees to leave their jobs over time and make comments about the institution to customers, colleagues, and other around them, which can harm the operation and image of the institution (Arasli & Tumer, 2008). Ichniowski (1988) and Toy et al. (1988) found that nepotism lowers the morale of those employees who supervise the relatives of high-level executives, those who must work with them, and those who feel that promotions and rewards are given unjustifiably to the relative.

Furthermore, Bute (2011) proposed that nepotism has negative effect on job satisfaction. Arasli et al. (2006) found a significant negative relationship between nepotism and job satisfaction. They suggest that, in the presence of nepotism, the employee may not be sufficiently motivated. Whether the employee undertakes managerial or non-managerial work, it is very difficult to promote him or her when forced to compete with an employee that has a family member, relative, or friend in a high-level position within the organization. Also, nepotism might cause conflict the loyalties of the organization between the employees who is unqualified relative in supervisory position and the qualified one who deserve this position which leads to uncomfortable feeling in the organization (Boadi, 2000).

Nepotism can affect employee productivity through its impact on employees' perception of fairness and employee satisfaction. (Arasli et al., 2006; Poutziouris et al., 2004) which could be invisible and dangerous in the family business. In the management literature, there have been only a few studies attempting to investigate the affect of nepotism on job satisfaction. However, to our knowledge, there is no empirical evidence upon its relationship with OCBs. Based on the above discussion, it would seem to presume that nepotism can also affect the behavioral outcomes of employees such as decreasing OCBs. Thus, the following hypotheses were formulated:

Hypothesis 4a: Nepotism is negatively related to job satisfaction.

Hypothesis 4b: Nepotism is negatively related to OCBs.

2.1.5 The effect of job satisfaction on OCBs

Job satisfaction is defined as an employee's overall affective state resulting from an appraisal of all aspects of his or her job (Babin & Boles, 1998; Hartline & Ferrell, 1996). Satisfaction judgments capture the extent to which an employee feels pleased, happy, and rewarded, or displeased, unhappy, and exploited. The management and marketing literatures support the job attitudes–OCBs relationship (e.g., Ngunia et al., 2006; Schappe, 1998). Bateman and Organ (1983) reported positive associations between job satisfaction and citizenship behaviors in their studies of academics and managers.

Furthermore, Akfeldt and Coote's (2005) empirical research supports the argument that job satisfaction is positively related to OCBs (e.g., helping behaviour, sportsmanship, civic

virtue). Moreover, Gonzalez and Garazo (2006) pointed out that job satisfaction has a positive impact on OCBs (helping behaviour, organizational loyalty, organizational compliance, individual initiatives, civic virtue) in the hotel industry. Based on this, job satisfaction can be seen as a critical element which can encourage the OCBs of frontline employees in the hospitality and tourism industry. FLEs who are satisfied with their jobs will reciprocate by showing a willingness to engage in OCBs. Thus, the following hypothesis was proposed:

Hypothesis 5: Job satisfaction is positively related to OCBs.

3. Methodology

3.1 Sample and data collection

The most recent tourism statistics of North Cyprus reveal that there are fifteen 3-, six 4-, and fifteen 5-star hotels in North Cyprus. Although these hotels constitute 25% of all the accommodation establishments in North Cyprus, they have bed capacity of 13,495 beds which accounts for 69% of total bed capacity nation-wide (North Cyprus Tourism & Planning Office, 2012). The sample in this study consisted of FLEs (e.g., front desk agents, room attendants, food servers, and concierges) in 3-, 4-, and 5-star hotels in North Cyprus. The logic for choosing frontline staff is that they have frequent face-to-face or voice-to-voice interactions with customers and guests, which put them in the critical position to boost customer pleasure, build loyalty, image, profitability, and market share for the respective organization (Harris & Ogbonna, 2000; Kusluvan, 2003).

According to the Tourism and Planning Office (2011), the total numbers of employee works in North Cyprus accommodation sector is 4,525. But, there is no statistical information about the total number of frontline employees work in 3-, 4-, and 5-star hotels. All these 36 hotels were contacted to ascertain the population size of frontline employees (including supervisors) and obtain permission for administering the survey, but only 30 hotel establishments were included in the survey. This provides an overall 83% sampling ratio among 3-, 4-, and 5-star hotels. According to the participant hotels, nearly half of the total employees, between 45% and 55%, work in frontline positions. The survey was carried out between the months of September and December 2012 in different touristic locations of North Cyprus. Low season months was selected for data collection period in order to get better response rate. High season months are between April and September in North Cyprus, so the response rate would be expected less between these months due to the FLEs' busy working schedules.

Before making any attempt to collect data from the participant hotels, the research team contacted an executive manager of a particular hotel that they have personal relations to pilot-test the questionnaire with 10 FLEs. Following the pilot-study, the researchers decided not to make any changes on the original questionnaire either in terms of format or the content. Afterwards, the managers were contacted face to face to ask for their consent to carry out the research with their staff. Fortunately, most of the managers were happy to inform the research team that they would be willing to support this research and provide the utmost assistance. During these visits, the research team explained to the responsible managers how the research

would be conducted and confidentiality would be assured.

Moreover, the research team distributed the questionnaires personally to 500 FLEs who were willing to participate in this research. The participants were provided the questionnaires together with an explanation guarantees that their confidentiality and anonymity would be assured throughout the whole research process. In order to increase participation rate, the research team aimed to collect the questionnaires in the same day. In some instances, respondents have completed the questionnaires immediately. Most commonly, the research team asked the participant FLEs kindly to fill-up the questionnaires and return to them personally at the shift ends of the same day.

For the unreturned questionnaires, the research team in the following days again separately visited each hotel where the participation rate was low and the department managers were asked to remind their FLEs to complete the questionnaires and return them to the drop-boxes left by the research team within a week. However this method assured the FLEs that the top management would not have any kind of access to the information provided. After a while, all questionnaires from the drop-boxes were collected. When the rest of questionnaires were also collected from those hotels, it was found out that 319 of them in total were returned, but 2 were unusable due to substantial amount of missing data. In this research, the total number of usable questionnaires was 317 and the response rate was calculated to be 63.4%.

3.2 Questionnaire development and measures

Several sources from the literature were used in preparing the questionnaire for the present research. The questions of the survey were initially prepared in English and then translated to Turkish using the back-translation method (McGorry, 2000). The survey instrument used in the current study was composed of two parts. The first part consisted of 31 questions that related to MCSQ (empowerment and reward), intrinsic motivation, polychronicity, nepotism, job satisfaction, and OCBs. Based on an extensive literature review, measurements for the related constructs were adopted from existing measures.

All measures used a 5-point Likert-type scale that ranged from ‘5’ = ‘strongly agree’ to ‘1’ ‘strongly disagree’. The second part of the survey was composed of four demographic questions: age, gender, education, and organizational tenure. Age, education, and tenure were measured using a 5-point scale. Gender was coded as dichotomous variables (0=male and 1=female).

3.2.1 MCSQ

Empowerment was measured using three items developed by Lytle et al. (1998). Three items from Johnson (1996) and Lytle et al. (1998) were used to measure reward. As an example, items include “I am encouraged to handle customer problems by myself” and “We have financial incentives for service excellence”. Previous research studies depicted that these measurements had adequate internal consistency (Ashill et al., 2008).

3.2.2 Intrinsic motivation

A 4-item scale developed by Low et al. (2001) was used to measure intrinsic motivation

(INT). Sample item from this scale is “When I perform my job well, it contributes to my personal growth and development”. Prior research studies demonstrated that this item scale has satisfactory psychometric properties (Karatepe & Uludag, 2007).

3.2.3 Polychronicity

Polychronicity (POLY) was measured using four items derived from Bluedorn et al. (1999a). This scale was confirmed as valid and reliable measure of polychronicity called the Inventory of Polychronic Value (IPV) ($\alpha = 0.86$), using 2190 samples (Bluedorn et al., 1999a). A sample item from this scale is “I believe people should try to do many things at once”. Also, previous research studies depicted that this measurement had adequate internal consistency (Arndt et al., 2006; Jang & George, 2012).

3.2.4 Nepotism

Nepotism (NEPO) was measured via five items in reference to the study by Arasli et al. (2006) which reported coefficient alphas of 0.88. One of the item from this scale is “In this hotel, department heads are scared of workers who have kinship in upper administration”.

3.2.5 Job satisfaction

A five-item scale developed by Babin and Boles (1998) was used to measure job satisfaction (JSAT). A sample item from this scale is “My job is very worthwhile”. Prior research studies demonstrated that this item scale has satisfactory psychometric properties (Arasli et al., 2006).

3.2.6 OCBs

A seven-item scale was adopted from Dimitriades (2007) to measure OCBs. This item scale was originally derived from Morrison’s study (1996) and developed by Dimitriades (2007) who found adequate internal consistency for this scale. Sample items from this measure are “To serve my customers, I volunteer for things that are not required” and “I am assisting co-workers to deliver high-quality customer oriented services”.

3.3 Procedure

Partial Least Squares (PLS) was used to analyze the data in this study. The PLS method is used to examine the significance of the relationships of research constructs. PLS can be used for models with either reflective, formative, or both types of indicators (Fornell & Bookstein, 1982). Further, PLS estimates all path coefficients and structural models simultaneously (Chin, 1998). Path coefficients indicate the strengths of the relationships between the independent and dependent variable. According to Ko et al. (2005), PLS is a proper method for testing a research model because it estimates multiple individual item loadings within the context of a theoretically specified model. Finally, average variance extracted (AVE) was utilized to assess convergent validity and reliability was measured in terms of composite reliability.

4. Analysis and results

4.1 Descriptive statistics

As shown in Table 1, the majority of respondents, 59.6%, in this study were male and 40.4% were female. This was to be expected as females tend to be represented in frontline service positions. Because the research studies in a hotel setting in North Cyprus shows that male employees account for the majority of frontline positions (e.g., Daskin & Tezer, 2012; Karatepe & Uludag, 2007). Nearly all the employees indicated that they spent the majority of their working time in hotel operations. In other words, the respondents can be described as professional.

Table 1. Demographic profile of respondents

Gender	Frequency	Percent
Female	128	40.4
Male	189	59.6
Total	317	100.0
Age		
18-25	102	32.2
26-33	125	39.4
34-41	65	20.5
42-49	19	6.0
50+	6	1.9
Total	317	100.0
Education		
Primary school	18	5.7
Secondary school	67	21.1
Vocational school	118	56.5
University degree	110	34.7
Masters degree	4	1.3
Total	317	100.0
Tenure		
1-3 years	107	33.9
4-7 years	120	37.8
8-11 years	59	18.6
12-15 years	22	6.9
15+ years	9	2.8
Total	317	100.0

4.2 Measurement model

Due to the self-report nature of the survey, common method variance is identified as a

potential issue. All of the self-report items were entered into a principal components factor analysis with varimax rotation. According to this test, if a single factor emerges or one factor accounts for more than 50% of the variance in the variables, common method variance is present (Podsakoff, et al., 2003). Our analysis showed that no general factor was present. Also, any highly correlated variables are evidence of common method bias – usually results in extremely high correlations ($r > .90$) (Bagozzi et al., 1991). There was not highly correlated variables in the current study as well.

The adequacy of the measurement model was also evaluated based on reliability, convergent validity, and discriminant validity. Using the statistical software, reliabilities of the scales were assessed after the normality test. As shown in table 2, the composite reliability measures for the components were above the cutoff point of .70, which indicates that items are free from random error and internal consistency was adequate (Fornell & Larcker, 1981).

Table 2 also portrayed factor loadings for each variable respectively, which were calculated using confirmatory factor analysis. As shown in the tables, all items loaded on respective constructs, except for one polychronicity item, since its loading was not adequate. Factor loadings were greater than .60, which suggests satisfactory convergent validity. Additionally, as shown in table 2, average variances extracted (AVE) for all study variables were above the minimum threshold of .50 (Bagozzi & Yi, 1988; Chin, 1998; Fornell & Larcker, 1981).

Table 2. PLS confirmatory factor analysis and cross-loadings

Scale Items	Factor loadings	α	AVE
MCSQ			
MCSQ1 We have financial incentives for service excellence.	0.78	.83	0.64
MCSQ2 I receive visible recognition when I excel in serving customers.	0.69		
MCSQ3 My promotion depends on the quality of service I deliver.	0.65		
MCSQ4 I often make important customer decisions without seeking management approval.	0.72		
MCSQ5 I have the freedom and authority to act independently in order to provide service excellence.	0.81		
MCSQ6 I am encouraged to handle customer problems by myself.	0.90		
Intrinsic motivation			
INT1 When I do work well, it gives me a feeling of accomplishment.	0.85	.91	0.72
INT2 I feel a great sense of personal satisfaction when I do my job well.	0.84		
INT3 When I perform my job well, it contributes to my personal growth and development.	0.80		
INT4 My job increases my feeling of self esteem.	0.74		
Polychronicity			
POLY1 I like to juggle several activities at the same time.	0.67	.78	0.57
POLY2 I believe people should try to do many things at once.	0.73		
POLY3 I am comfortable doing several things at the same time.	0.75		
Nepotism			
NEPO1 Nepotistic practices cause internal conflicts in this hotel.		.82	0.59
NEPO2 In this hotel, executives are more interested in keeping friends and acquaintances in good positions than they are in those employees' performance or the organization's profitability.	0.72		
NEPO3 In this hotel, department heads are scared of workers who have kinship in upper administration.	0.68		
NEPO4 In this hotel, it is very difficult to remove or to demote people who have relatives in upper administration.	0.79		
NEPO5 Employees of this hotel always feel that they need a relative in a high-level position.	0.84		
Job satisfaction			
JSAT1 My job is very worthwhile.	0.73	.89	0.67
JSAT2 I am very content with my job.	0.81		
JSAT3 My job is very pleasant.	0.79		
JSAT4 I am happy that I took this job.	0.86		
JSAT5 I definitely dislike my work. (R)	0.73		
Organizational citizenship behavior			
OCB1 I am assisting co-workers to deliver high-quality customer oriented services.	0.79	.87	0.70
OCB2 To serve my customers, I volunteer for things that are not required.	0.74		
OCB3 I make innovative suggestions to improve customer service.	0.89		
OCB4 I expend considerable energy to come up with creative ways to assist customers facing problems.	0.88		
OCB5 I attend functions that are not required, but that help customer service.	0.75		
OCB6 I exchange ideas with colleagues on how to improve customer service.	0.71		
OCB7 I deal restlessly with customer problems until they are resolved.	0.69		

*All items are measured on five-point Likert scales ranging from 1 = *strongly disagree* to 5 = *strongly agree*.

*All loadings are significant at the 0.01 level or better.

Table 3 details correlations for all study variables as well as the square root of the average variance extracted on the diagonal. The items corresponding to each construct were summed and averaged to obtain a composite score that represents that construct. Because no correlation coefficient was above 0.90, the results indicate that all constructs were distinct variables that represent different constructs (Tabachnick & Fidell, 2007).

Additionally, measures are also considered to have adequate discriminant validity when the square root of the average variance extracted, computed for each construct, is larger than the correlation between the construct and any other construct in the proposed model (Chin, 1998; Fornell & Larcker, 1981). As table 3 portrays, all diagonal values were above the inter-construct correlations, thus yielded adequate discriminant validity.

Table 3. Correlations, means, and standard deviations of composite scores of study variables

Scale	1	2	3	4	5	6
Management commitment to service	.72					
Intrinsic motivation	0.22*	.83				
Polychronicity	0.08	0.32**	.70			
Nepotism	-0.23*	-0.17*	0.10	.72		
Job satisfaction	0.66**	0.49**	0.16*	-0.47**	.77	
Organizational citizenship behavior	0.58**	0.55**	0.38**	-0.29**	0.60**	.79
Mean	3.16	4.01	2.84	3.42	3.32	4.19
Standard deviation	1.25	0.98	1.15	1.31	1.37	1.10

**Correlation is significant at the 0.01 level.

*Correlation is significant at the 0.05 level. Correlation without any asterisk is insignificant.

Finally, the extent to which multicollinearity was present in the study's independent variables was examined using the tolerance value and its inverse—the variance inflation factor (VIF) (Hair, Anderson, Tatham, & Black, 1998, 2005). The tolerance values were all large (i.e. relatively close to one) suggesting that multicollinearity was not an issue in the regression equations presented in this research study.

4.3 Structural model results and hypotheses testing

To analyze the hypothesized relationships, a PLS method was used. A bootstrapping technique (with 500 resamples) was applied to compute the *t*-statistics and test for path significance (Chin, 1998). Table 4 portrays the path coefficients, their significance, and the R^2 values of endogenous variables. The path coefficients shows the strengths of the relationships between the independent and dependent variables while the R^2 value measures the predictive power of a model for the dependent variables.

Hypothesis 1a suggested that MCSQ is positively related to FLEs' job satisfaction. Path analysis indicated that the path from MCSQ to JSAT was significant and positive. Hypothesis H1a was therefore supported. Hypothesis 2a stated that intrinsic motivation has a significant positive relationship with FLEs' job satisfaction. Path analysis indicated that the path from INT to JSAT was significant and positive. Hypothesis 2a was therefore supported. Hypothesis 3a suggested that polychronicity is positively related to FLEs' job satisfaction. Path analysis

indicated that the path from POLY to JSAT was not significant. In this case, Hypothesis 3a was rejected. Hypothesis 4a contended that nepotism is negatively associated with FLEs' job satisfaction. Path analysis provided empirical support for the significant negative relationship between NEPO and JSAT. Hypothesis 4a was therefore supported.

MCSQ, INT, POLY, and NEPO jointly explained 41% of the variance in JSAT. When control variables were included in the model, the explained variance became 43%. This means that the control variables improved the explained variance by 2%. However, only education and job tenure had a statistically significant effect on JSAT. As indicated in table 4, FLEs having longer tenure reported higher levels of satisfaction and employees having higher level education reported lower levels of satisfaction.

Furthermore, Hypothesis 1b suggested that MCSQ is positively related to FLEs' organizational citizenship behaviors. Path analysis indicated that the path from MCSQ to OCBs was significant and positive. Hypothesis H1b was therefore supported. Hypothesis 2b stated that intrinsic motivation has a significant positive relationship with FLEs' organizational citizenship behaviors. Path analysis demonstrated that the path from INT to OCBs was significant and positive. Hypothesis 2b was therefore supported. Hypothesis 3b contended that polychronicity is positively associated with FLEs' organizational citizenship behaviors. Path analysis provided empirical support for the significant positive relationship between POLY and OCBs. Hypothesis 3b was therefore supported. Hypothesis 4b suggested that nepotism is negatively related to FLEs' organizational citizenship behaviors. Path analysis indicated that the path from NEPO to OCBs was significant. In this case, Hypothesis 4b was therefore accepted. Finally, Hypothesis 5 suggested that JSAT is positively related to FLEs' organizational citizenship behaviors. Path analysis also demonstrated a significant positive association between the two constructs. Hypothesis 5 was therefore supported.

MCSQ, INT, POLY, NEPO, and JSAT jointly explained 54% of the variance in OCBs. When control variables were included in the model, the explained variance became 55%. This means that the control variables improved the explained variance by 1%. With the exception of education, none of the control variables demonstrated a statistically significant impact on OCBs. As indicated in table 4, FLEs having higher level education reported higher levels of OCBs. To evaluate PLS models, R^2 are utilized because the objective of PLS is to maximize explained variance rather than fit (Chin, 1998). In that respect, the R^2 of the endogenous constructs reveals the explanatory power of the model. The achieved explained variance (R^2) of the endogenous constructs determines whether a theoretically sound exogenous construct is operationalized appropriately (Chin, 1998).

Table 4. PLS structural model results

Control variables and hypothesized relationships	Path coefficients	t-values	Supported/Not supported
(I) Impact on job satisfaction			
Gender	0.04	1.37	Not applicable
Age	0.07	1.80	Not applicable
Education	-0.08	-2.20*	Applicable
Job tenure	0.11	2.57*	Applicable
H1a MCSQ → JSAT	0.53	12.55*	Supported
H2a INT → JSAT	0.21	4.79*	Supported
H3a POLY → JSAT	0.06	1.88	Not Supported
H4a NEPO → JSAT	-0.20	-5.07*	Supported
R^2 before the inclusion of control variables = 41%			
R^2 after the inclusions of control variables = 43%			
(II) Impact on organizational citizenship behavior			
Gender	0.02	0.55	Not applicable
Age	-0.03	-0.87	Not applicable
Education	0.09	2.35*	Applicable
Job tenure	0.06	1.69	Not applicable
H1b MCSQ → OCB	0.43	8.63*	Supported
H2b INT → OCB	0.36	6.74*	Supported
H3b POLY → OCB	0.15	3.19*	Supported
H4b NEPO → OCB	-0.08	-2.44*	Supported
H5 JSAT → OCB	0.45	9.87*	Supported
R^2 before the inclusion of control variables = 54%			
R^2 after the inclusion of control variables = 55%			

*Age, education, and tenure were measured using 5-point scales. Higher scores indicate older age, more educated, and longer tenure. Gender was coded as a binary variable (0 = male and 1= female). MCSQ=management commitment to service quality, INT=intrinsic motivation, POLY=polychronicity, NEPO=nepotism, JSAT= job satisfaction, OCBs=organizational citizenship behavior.

* The t-values demonstrate a statistically significant relationship at the 0.05 level or better. The other t-values without any asterisks are insignificant.

5. Conclusion

5.1 Discussion

Since the success of the service firms depends on frontline employees who make face-to-face interactions with customers, prosocial behaviors (expected and extra-role customer service behaviors) by the employees have become a critical issue for the service industry (Bienstock et al., 2003; Chebat et al., 2002; Morrison, 1996; Organ et al., 2006). With this realization, this study developed and tested a model, by using a sample of frontline employees, in North Cyprus as its setting to investigate the impacts of MCSQ, intrinsic motivation, polychronicity, nepotism, and job satisfaction on FLEs' organizational citizenship behaviors. With the

exception of the relationship between polychronicity and job satisfaction (H3a), all hypothesized relationships were supported.

In line with extant research (e.g., Arasli & Daskin, 2012; Ashill et al., 2008; Babakus et al., 2003; Hinkin & Schriesheim, 2004; Jo et al., 2009; Kim et al., 2009a; Morrison, 1996; Rod & Ashill, 2010), the current findings indicate that MCSQ has a positive significant effect on both job satisfaction and OCBs.

The findings concerning the effects of intrinsic motivation on job satisfaction and OCBs were concordant with the study hypotheses and previous research (e.g., Cardona et al., 2004; Cho & Perry, 2011; Karatepe & Uludag, 2007; Miller, 2002; Tang & Ibrahim, 1998). These findings depicts that intrinsically motivated FLEs are more satisfied with their jobs and show better customer service behaviors.

Contrary to expectations, polychronicity was not found to be a predictor of job satisfaction. This finding is not consistent with previous research by Jang and George (2012) and Arndt et al. (2006). Although there is sound theoretical reason why polychronicity should predict job satisfaction, the empirical evidence indicates otherwise. The argument for why these constructs should relate to one another stems from the idea that individuals who prefer to multitask and believe multitasking is the best way to complete a task (i.e., polychronic) should be more comfortable, satisfied, and less stressed when in an environment that requires them to multitask (Kaufman et al., 1991). For polychronics, the level of satisfaction was proposed to mitigate (and for monochronics, exacerbate) the anxiety provoked by a multitasking situation that, by its nature, is stimulating and challenging. The lack of a significant relationship between these two constructs suggests that this logic may not hold.

On the other hand, examination of polychronicity in frontline service jobs is critical, because polychronic employees are expected to thrive in jobs that are demanding and stressful (Jang & George, 2012; Kaufman-Scarborough & Lindquist, 1999). The results from the path analysis suggest that the conceptual model is supported for the hypothesized relationship between polychronicity and OCBs. This finding shows that polychronic frontline employees are more prone to exhibit extra-role customer service behaviors.

The results of the path analysis also show that nepotism had a significant negative impact on both job satisfaction and OCBs. This relationship is consistent with those of Arasli and Tumer (2008) and Bute (2011) who claimed that “Working in an unfair competitive environment makes employees dissatisfied, and demoralizes them in their jobs”. To the same authors, these unwanted practices would result in low productivity, high absenteeism, and disappointment, frustration, and stress in a way that at the first possible opportunity, staff would not hesitate to change their jobs. Also, employees would not be willing to exhibit extra-role customer service behaviours. This result is a useful addition to the existing relevant literature. In a competitive work environment, where the critical role of frontline employees cannot be underestimated, hotel managers should consider nepotism as an important factor that triggers job dissatisfaction which in turn negatively affect employees’ citizenship behaviors.

Expectedly, the relationship between nepotism and OCBs was significant. Typically, because of a nepotistic climate, staff is expected to become uncommitted to their organizations' objectives while losing interest in their OCB involvement, cooperation with their coworkers, and coordination in their organizations. The significant relationship might be the result of a contextual reality in the industry, such that, the society of North Cyprus as a small island country is characterized by multiple social connections of each member through political party membership or association, kinship relations and close friendships. Since the job opportunities are limited because of scarce resources and current economic stagnations in the hospitality industry in North Cyprus, employees may be demoralized to exhibit OCBs.

Consistently, the findings of the path analysis revealed that job satisfaction was among the significant determinants of OCBs. This path-analytic finding is concordant with previous research (e.g., Akfeldt & Coote, 2005; Podsakoff et al., 2000) and supported by the social exchange theory. For example, when employees feel that their organization is considerate and caring with respect to their personal growth, development and advancement in their work, they feel happy and satisfied with their organization. Moreover, they find themselves obligated to reciprocate by practicing and demonstrating positive attitudes and behaviours that will benefit their organization in general rather than any specific individual within the organization.

5.2 Managerial implications

Creating satisfied customers in the hotel industry requires exceeding customers' expectations on a constant basis. This requires employees to perform citizenship behaviors to customers in order to satisfy customers with high quality service. Therefore, OCB is closely related to the service challenges of the hotel industry, and understanding OCB and its antecedents is important for the effective functioning of hotels. The findings from this study have implications for both managers and researchers. In a study of OCBs, Smith et al. (1983) depicted that many critical behaviors in business organizations build on acts of cooperation, altruism, and spontaneous unrewarded help from employees. This claims how citizenship behaviors play a critical role in the functioning of an organization, which clarifies why managers must be concerned with ways to understand what maximizes and/or minimizes OCBs. Practically, this paper provides useful guidelines to implement effective management practices and improve organizational outcomes.

This study demonstrated that MCSQ in the form of empowerment and rewards enhances job satisfaction and OCBs. One practice is to take employee perceptions that are relevant to MCSQ when measuring how they perceive different aspects of their jobs, organizations, and managerial practices. As this study pointed out, the use of self-evaluations of job satisfaction and management commitment is highly and closely related to FLEs' considerations about OCBs. Managers who consciously measure employees' perceived MCSQ in service firms are better able to predict employee OCBs. Consequently, by measuring employees' perceived MCSQ, managers have an important tool in OCB management. One implication that can be derived from these findings is the importance that managers establish empowerment and reward systems that are important building blocks for generating customer service quality

(Ashill et al., 2008; Babakus et al., 2003; Bowen & Lawler, 1995; Kim et al., 2009a; Schneider & Bowen, 1991). Empowering employees, training new skills, and designing reward systems can also help employees deliver high quality value-added services by providing them with the tools, resources, and motivation and maneuver ability to meet customer demands.

As discussed in aforementioned section, North Cyprus is a new developing tourism destination and the economy is mostly dependent on tourism revenues. Except some of the five star international hotels (chain hotels), most of the hotel organizations are family-owned and organizational resources are limited. As a result, job and career advancement opportunities in the hotel sector for the current and prospective employees are also limited. Under the circumstances, reward as a managerial initiative seems more applicable strategy. Constant recognition, reward, and praise should be a common practice in a successful service organization for FLEs who provide outstanding customer service. This can take many forms, it does not always need to be expensive to be effective; smile, thank them, recognize and appreciate them. Regardless of rank, managers can reward employees with a movie pass, car wash certificate, or restaurant voucher. Moreover, each month employees who went “above and beyond” should be praised in front of coworkers and managers and given certificates and gifts from the caring baskets.

The current study shows that today intrinsic motivational factors are as important as the external motivational factors while in the past mostly external factors dominated. This depends on the changes occurring in the environment and that a new generation is entering the workplace, but in the end both are needed to motivate individuals. The present study revealed that intrinsic motivation enhances FLEs’ job satisfaction and OCBs. Bryan et al. (2006) and Kiger (2006) explain that managers need to hire the right person that is most suitable for a certain job, value its employees and support them in making contributions to the organizations and always try to create a motivated work force. Motivated employees do not only create a good working environment, they also make noteworthy contributions to the organization.

We derive several practical implications from our study. First, cultivating intrinsic motivation is an enduring process that enhances employee satisfaction and OCBs. In apparent recognition of these findings, managers should establish reasonable standards for quality service delivery, establish trust among staff, offer career opportunities, and, where necessary, delegate authority to enhance FLEs’ intrinsic motivation, which will also increase extra-role customer service behaviors and thus organizational performance. also managers should make their employees feel like business partners and use empowerment in order to make the workforce and the surrounding environment into a place where employees feel good as well as creating a work where from employees feel good inside.

Managers should consider creating a pool of intrinsically motivated candidates by offering career opportunities to their prospective employees. Because, there are limited resources in hotel organizations of North Cyprus, this makes intrinsically motivated FLEs more reasonable human resource. For intrinsic motivation, not the reward but the behavior itself

is important. According to Amabile et al. (1994), intrinsically motivated behavior is self-initiated: someone undertakes an activity for its own sake. The activity-itself is interesting and results in feelings of accomplishment and self-fulfillment. Someone might go to work because he or she likes to learn new things regarding to the job, for instance. Another implication of this study is that polychronicity is one of the predictors of OCBs. This study is the first approach to deal with polychronicity in the hotel environment where multitasking is extremely important. Hotel employees quite often are faced with uncertain and unpredictable situations and are expected to work quickly within a limited time. Considering the multitasking and time constraint characteristics of hotel work, this finding implies that polychronic-oriented employees may be more suitable for certain jobs within the hotel industry. Hence, it is important for hotel managers to adequately assess a job applicant's ability to successfully fulfill the job requirements.

As the hotel work environment becomes more challenging and complex, it is important to recognize the impact of polychronicity on OCBs. In particular, hotel companies are characterized as a work environment where time use is important and where multitasking is frequently required within a given time period. Consequently, when hiring employees, human resource managers should consider conducting personality tests in order to accurately match each employee to a job that will capitalize on his/her abilities. These tests are useful tools for a company to use to assess personality types. For example, human resource managers should place polychronic-orientated employees in positions such as the hotel front desk that frequently requires multitasking abilities. This effective placement is very helpful to increase employee citizenship behavior and therefore improve hotel company performance.

Human resource managers might use behavioral interviewing technique that asks candidates to describe what they actually experienced in previous job (Barclay, 2001). For example, when seeking employees who have high level of polychronicity, human resource managers ask applicants to describe a situation where they actually are engaged in more than two activities at the same time in past jobs. The interviewers can seek whether the candidate has adequate polychronic personality based on past event, and anticipate that such candidate would be likely to be successful at doing switching among multiple tasks in the future. In addition, hotel companies may consider developing and implementing training programs to enhance employee multi-tasking skills. Furthermore, hotel companies can establish their own "job success strategies manuals" to enhance OCBs. These department based on manuals would contain on-going successful and unsuccessful examples of performing the job.

Conversely, nepotism was found to be an unethical behavior that affects employee job satisfaction and OCBs negatively. The current study demonstrated that nepotism is an unprofessional phenomenon that provides benefits to family members or close friends, rather than the organization as a whole. Therefore, nepotism paralyzes human resource practices and affects the level of perceived justice among employees. Unfair incidents that occur because of nepotism within an organization, such as selection, promotion, shifting, and rewarding of a family members, likely reduces the level of employee satisfaction. This may lead employees to neglect their responsibilities, sense of ownership, and decrease their work OCB performance and commitment to the organization (Abdalla et al., 1998; Arasli & Tumer,

2008).

Nepotism may also cause the formation of new groups both vertically and horizontally. Working in a nepotistic environment may drive employees to have a closer relationship with family members to strengthen their positions rather than displaying higher performance. Because job opportunities are limited due to limited resources and current economic problems (Arasli et al., 2006), in the hotel industry in North Cyprus, employees may not think of quitting their jobs even if they are not satisfied, which may extend the length of pain that results from learnt helplessness. It is certain that family members are the most desirable employees to control monetary issues; however, owners must avoid the general practices of nepotism among employees unless it requires a great risk; for example, casino management.

Employment conditions relating to selecting and recruiting, pay/benefits, job security and unusual working hours need to be improved. Where there is no will to improve conditions for employees on the part of the private sector, the public sector law makers can be called in to regulate human resource policies and practices through anti-discrimination laws in the tourism industry, which is a trend in many European countries. For example, tourism firms may be obliged to make up a certain proportion of their work force from tourism and hospitality management graduates, not the relatives and acquaintances. Determination of a minimum wage and maximum weekly or daily working hours are other areas where law makers can intervene. Therefore, higher levels of perceived justice in a working environment devoid of nepotism lead employees to be more responsible to exhibit extra-role behaviors, involved, and devoted to their organizations. Finally, satisfied employees display higher OCB performance and tend to work beyond their assign job duties and responsibilities. In this way, employees also become desirable employees, just as family members, which may add to a competitive advantage within an organization, which is not possible to imitate.

Moreover, job satisfaction was found to be significantly associated with OCB as expected. The extant literature suggests that satisfaction – OCB link is based on social exchange theory. The fundamental idea lying behind this view is reciprocation as discussed earlier. The theory implies that if the person is satisfied with his/her job and does not have the ability or opportunity to respond with greater work output, s/he responds via OCB. Hotel Managers and owners should also notice that when employees are satisfied, they tend to show OCBs. Hence, management may adapt procedures to improve job satisfaction. In order to motivate people and increase their satisfaction from their jobs, management should encourage employees to share their ideas, allow them to develop different approaches to everyday tasks, provide self development opportunities by trainings, offer supervision in terms of career development, and recognize achievements and praise them.

Lastly, demographic variables (age, gender, education level, and organizational tenure) were tested in order to find out their relationship with job satisfaction and OCBs. It is seen that education was negatively related to job satisfaction while tenure was positively related to job satisfaction. These relationships indicate that better-educated FLEs reported lower levels of job satisfaction and more experienced FLEs, on the other hand, reported higher levels of job satisfaction. Besides, education was found to be positively related to OCBs. This finding

shows that FLEs with higher education are more prone to show extra-role customer service behaviors. But they are less satisfied with their organizations. This means that while FLEs' education level increases, on the other hand their expectations increase. Therefore, managers should hire and retain FLEs who have higher levels of education and tenure. Working for a longer time in the same organization might have taught how to cope with the difficulties associated with demanding situations. However, as mentioned above, effective management commitment strategies should be improved to motivate employees and increase their job satisfaction. These findings also add a contribution to the tourism and hospitality literature.

The aforementioned implications are critical for hospitality firms in North Cyprus, because service employees are unable to deliver value-added service quality to gain a competitive performance advantage, if this is even more the case when managers do not establish and maintain a work environment where employees can cope with difficulties that are associated with stressful and demanding situations.

5.3 Theoretical implications

This research makes useful contributions to the current knowledge base. First, much of the research on OCBs has been conducted in the cultural setting of the USA, a country that has been classified to be high on individualism and low on power distance (Hofstede, 1983). Therefore, this study by being conducted in North Cyprus, sought to expand this line of research by including different cultural context. Because, OCBs are influenced by the culture (i.e., norms, thoughts, values) of the society. For instance, the degree of power distance in a society influences the discretion level attributed to an employee (Clugston et al., 2000).

Second, numerous studies investigated the OCBs in manufacturing context (Bitner, 1990; Morrison, 1994); however a few studies explored service-oriented OCBs (Mei, 2009). Even though service-oriented employees' behaviors have become more important with the growing of the service industry, OCBs in the service industry are somewhat ignored (Yoon & Suh, 2003). Therefore, this study further explored OCBs in a hotel setting.

Third, despite the expectation that individual differences in traits or values would determine employee engagement in OCBs, research has shown them to be weak predictors (Konovsky & Organ, 1996; Organ et al., 2006; Podsakoff et al., 2000). In meta-analyses and literature reviews, both work attitudes (e.g., job satisfaction) and contextual factors have more strongly predicted OCBs than have individual differences (Lepine et al., 2002; Organ et al., 2006; Organ and Ryan, 1995; Podsakoff et al., 2000). Expectedly, the current thesis by being conducted in North Cyprus hotel industry, seeks to hypothesize the effect of individual differences on OCBs in a different cultural context. The current study by examining the effect of intrinsic motivation and polychronicity as individual differences on OCBs extended our knowledge and understanding of their role in OCB processes.

Last, the current thesis by adding untried antecedents (polychronicity and nepotism) in its model in a hotel setting provides further contributions to OCB literature and provides useful guidelines to practitioners as well. In conclusion, the reason for choosing OCBs as a research ground is its positive relationship with unit performance, which means by measuring OCBs

we can get one step closer in increasing the unit performance and then service quality.

5.4 Limitations and future research directions

Though this study expands our knowledge base, applicable prospects for further research remain. As a first limitation, the cross-sectional design of the current study does not permit to make causal inferences. Future studies that would conduct longitudinal designs would be helpful in establishing causal relationships. The study lacked an in-depth qualitative dimension. Future studies could use in-depth interviews as an alternative approach to provide richer insights into the antecedents and outcomes associated with organizational citizenship behaviors. To cross-validate our findings and broaden the scope for further generalizations, replication studies among other samples of frontline employees in North Cyprus are needed. The current study used only one service setting (hotels) to test the hypothesized relationships. Future studies could test these relationships in different service settings such as travel agents, airlines, and restaurants. This study included only two variables of MCSQ, a future study should include training and service technology as MCSQ variables to measure their effect on OCBs. In addition, the inclusion of other personality variables such as self-efficacy and locus of control in the model would enhance the understanding concerning their moderating or mediating roles on the perceptions.

References

- Abdalla, F.H., Maghrabi, A.S., & Raggad, B.G. (1998). Assessing the perceptions of human resource managers toward nepotism: A cross cultural study. *International Journal of Manpower*, 19(8), 554-570. <http://dx.doi.org/10.1108/01437729810242235>
- Ackfeldt, A-L., & Coote L. V. (2005). A study of organizational citizenship behaviour in a retail setting. *Journal of Business Research*, 58, 151-159. [http://dx.doi.org/10.1016/S0148-2963\(03\)00110-3](http://dx.doi.org/10.1016/S0148-2963(03)00110-3)
- Alexandrov, A., Babakus, E., & Yavas, U. (2007). The effects of perceived management concern for frontline employees and customers on turnover intentions moderating role of employment status. *Journal of Service Research*, 9(4), 356-371. <http://dx.doi.org/10.1177/1094670507299378>
- Alipour, H., & Kilic, H., (2005). An institutional appraisal of tourism development and planning: the case of the Turkish Republic of north Cyprus (TRNC). *Journal of Tourism Management*, 26, 79-94. <http://dx.doi.org/10.1016/j.tourman.2003.08.017>
- Altinay, L., Altinay, M., & Bicak, M. (2002). Political Scenarios: The future of the North Cyprus tourism industry. *International Journal of Contemporary Hospitality Management*, 14(4), 176-182. <http://dx.doi.org/10.1108/09596110210427021>
- Amabile, T.M., Hill, K.G., Hennessey, B.A., & Tighe, E.M. (1994). The Work Preference Inventory: Assessing Intrinsic and Extrinsic Motivational Orientations. *Journal of Personality and Social Psychology*, 66(5), 950-967. <http://dx.doi.org/10.1037/0022-3514.66.5.950>
- Arasli, H., Bavik, A., & Ekiz, E.H. (2006). The effects of nepotism on human resource

management: The case of three, four and five star hotels in Northern Cyprus. *International Journal of Sociology and Social Policy*, 26(7/8), 295-308. <http://dx.doi.org/10.1108/01443330610680399>

Arasli, H., & Daskin, M. (2012). Management commitment and nepotism as antecedents on frontline employees' job outcomes. *Conference proceedings, World Conference on Business, Economics and Management (BEM- 2012)*, Antalya, Turkey.

Arasli, H., & Karadal, H. (2009). Impacts of superior politics on frontline employees' behavioral and psychological outcomes. *Social Behavior and Personality*, 37(2), 175-190. <http://dx.doi.org/10.2224/sbp.2009.37.2.175>

Arasli, H., & Tumer, M. (2008). Nepotism, Favoritism and Cronyism: A Study of Their Effects on Job Stress and Job Satisfaction in the Banking Industry of North Cyprus, *Social Behavior and Personality*, 36(9), 1237-1250. <http://dx.doi.org/10.2224/sbp.2008.36.9.1237>

Arndt, A., Arnold, T. J., & Landry, T. D. (2006). The effects of polychronic-orientation upon retail employee satisfaction and turnover. *Journal of Retailing*, 82(4), 319-330. <http://dx.doi.org/10.1016/j.jretai.2006.08.005>

Ashill, N.J., Rod, M., & Carruthers, J. (2008). The effect of management commitment to service quality on frontline employees' job attitudes, turnover intentions and service recovery performance in a new public management context. *Journal of Strategic Marketing*, 16(5), 437-462. <http://dx.doi.org/10.1080/09652540802480944>

Aycan, Z., Kanungo, R., Mendonca, M., Yu, K., Deller, J., Stahl, G., & Kurshid, A. (2000). Impact of culture on human resource management practices: a 10-country comparison. *Journal of Applied Psychology*, 49(1), 192-221. <http://dx.doi.org/10.1111/1464-0597.00010>

Babakus, E., Cravens, D.W., Johnston, M., & Moncrief, W.C. (1996). Examining the role of organizational variables in the salesperson job satisfaction model. *Journal of Personal Selling & Sales Management*, 16(3), 33-46.

Babakus, E., Yavas, U., Karatepe, O., & Avcı, T. (2003). The Effect Of Management Commitment To Service Quality on Employees' Affective And Performance Outcomes, *Journal of the Academy of Marketing Science*, 20(10), 1-15.

Babin, B.J., & Boles, J.S. (1998). Employee Behavior in a service Environment: A Model and Test of potential Differences between Man and Woman. *Journal of Marketing*, 62(4), 77-91. <http://dx.doi.org/10.2307/1252162>

Bagozzi, R.P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of Academic Marketing Science*, 16, 74-94. <http://dx.doi.org/10.1007/BF02723327>

Bagozzi, R. P., Yi, Y., & Phillips, L. W. (1991). Assessing construct validity in organizational research. *Administrative Science Quarterly*, 36, 421-458. <http://dx.doi.org/10.2307/2393203>

Barclay, J.M. (2001). Improving selection interviews with structure: organization; use of "behavioral" interview. *Personnel Review*, 30, 81-101.

<http://dx.doi.org/10.1108/00483480110380154>

Bartel, A. (2004). Human resource management and organizational performance: Evidence from retail banking. *Industrial and Labor Relations Review*, 57(2), 181-203. <http://dx.doi.org/10.2307/4126616>

Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship." *Academy of Management Journal*, 26, 587-595. <http://dx.doi.org/10.2307/255908>

Bienstock, C.C., Demoranville, C.W., & Smith, R.K., (2003). Organizational citizenship behavior and service quality. *The Journal of Service Marketing*, 17(4/5), 357-69. <http://dx.doi.org/10.1108/08876040310482775>

Bitner, M.J. (1990). Evaluating service encounters: The effects of physical surroundings and employee responses. *Journal of Marketing*, 54(2), 69-82. <http://dx.doi.org/10.2307/1251871>

Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54(1), 71-84. <http://dx.doi.org/10.2307/1252174>

Bluedorn, A. C., Kalliath, T. J., Strube, M. J., & Martin, G. D. (1999b). Polychronicity: A fundamental dimension of organizational culture. *Journal of Managerial Psychology*, 3, 205-230. <http://dx.doi.org/10.1108/02683949910263747>

Bluedorn, A. C., Thomas, J. K., Michael, J. S., & Gregg, D. M. (1999a). Polychronicity and the Inventory of Polychronic Value (IPV): The development of an instrument to measure a fundamental dimension of organizational culture. *Journal of Managerial Psychology*, 14(3/4), 205-230. <http://dx.doi.org/10.1108/02683949910263747>

Boadi, G.E. (2000). Conflict of interest, nepotism and cronyism. *Source Book*, 5, 195-204.

Bowen, D. E., & Lawler, E. E.III. (1995). Empowering service employees. *Sloan Management Review*, 36, 73-84.

Bryan, L.L., Joyce, C.I., & Weiss, L.M. (2006). Making a market in talent. *The McKinsey Quarterly*, 2, 99-109.

Bute, M. (2011). The Mediating Role of Job Stress on Nepotism and Job Satisfaction Relationship. Dumrupinar University, *Social Sciences Journal of Dumrupinar University*, 29, 175-184.

Cardona, P., Lawrence, B. S., & Bentler, P. M. (2004). The influence of social and work exchange relationships on organizational citizenship behavior. *Group and Organization Management*, 29, 219-247. <http://dx.doi.org/10.1177/1059601103257401>

Cetinel, F., Yolal, M., & Emeksiz, M. (2009). Human Resources Management in Small and Medium Sized Hotels in Turkey. *Journal of Human Resources in Hospitality & Tourism*, 8, 45-65.

- Chacko, H. E. (1998). Designing a seamless hotel organization. *International Journal of Contemporary Hospitality Management*, 10, 133-138. <http://dx.doi.org/10.1108/09596119810222096>
- Chebat, J. C., Babin, B., & Kollias, P. (2002). What makes contact employees perform? Reactions to employee perceptions of managerial practices. *International Journal of Bank Marketing*, 20, 325-332. <http://dx.doi.org/10.1108/02652320210451223>
- Cheung, M.F.Y., & To, W.M. (2010). Management commitment to service quality and organizational outcomes. *Managing Service Quality*, 20(3), 259-272. <http://dx.doi.org/10.1108/09604521011041970>
- Chin, W. (1998). The partial least squares for structural equation modeling, in Marcoulides, G.A. (Ed.), *Modern Methods for Business Research*, Erlbaum, Mahwah, NJ, 295-336.
- Cho, Y.J., & Perry, J.L. (2011). Intrinsic Motivation and Employee Attitudes: Role of Managerial Trustworthiness, Goal Directedness, and Extrinsic Reward Expectancy. *Review of Public Personnel Administration*, 20(10), 1-25.
- Clugston, M., Howell, J.P., & Dorfman, P.W. (2000). Does cultural socialization predict multiple bases and foci of commitment? *Journal of Management*, 26, 5-30. [http://dx.doi.org/10.1016/S0149-2063\(99\)00034-3](http://dx.doi.org/10.1016/S0149-2063(99)00034-3)
- Cohen, A. (2007). One nation, many cultures: A cross-cultural study of the relationship between personal cultural values and commitment in the workplace to in-role performance and organizational citizenship behavior. *Cross-Cultural Research*, 41, 273-300.
- Conger, J.A., & Kanugo, R.N. (1988). The empowerment process: integrating theory and practice. *Academy of Management Review*, 13(3), 471-482. <http://dx.doi.org/10.5465/AMR.1988.4306983>
- Conte, J. M., & Gintoft, J. N. (2005). Polychronicity, big five personality dimensions, and sales performance. *Human Performance*, 18(4), 427-444. http://dx.doi.org/10.1207/s15327043hup1804_8
- Daskin, M. (2012). Improving the awareness in Finland of North Cyprus tourism destination: some evidences from the industry. *Journal of Tourism*, 13(1), 80-101.
- Daskin, M., & Tezer, M. (2012). Organizational politics and turnover: an empirical research from hospitality industry. *Tourism: An International Interdisciplinary Journal*, 60(3), 273-291.
- Deci, E. L., & Ryan, R. M. (2004). *Handbook of self-determination research*. Rochester, NY: University of Rochester Press.
- Dimitriades, Z.S. (2007). The influence of service climate and job involvement on customer-oriented organizational citizenship behavior in Greek service organizations: a survey. *Employee Relations*, 29(5), 469-491. <http://dx.doi.org/10.1108/01425450710776290>

- Farh, J., Earley, P.C., & Lin, S. (1997). A cultural analysis of justice and organizational citizenship behaviour in Chinese society. *Administrative Science Quarterly*, 42, 421-444. <http://dx.doi.org/10.2307/2393733>
- Filipem, J.C., Mario, G.A., Arnaldo, F.C., & Patricia, M.S. (2010). Climate perceptions and the customer orientation of frontline service employees. *The Service Industries Journal*, 30(8), 1343-1357. <http://dx.doi.org/10.1080/02642060802613525>
- Fornell, C., & Bookstein, F. L. (1982). Two structural equation models: LISREL and PLS applied to consumer exit-voice theory. *Journal of Marketing Research*, 19, 440-452. <http://dx.doi.org/10.2307/3151718>
- Fornell, C., & Larcker, D.F. (1981). Evaluating structural equation models with unobservable and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <http://dx.doi.org/10.2307/3151312>
- Forrester, R. (2000). Empowerment: rejuvenating a potent idea. *Academy of Management Executive*, 14(3), 67-80.
- Francis, G., Humphreys, I., Ison, S., & Aicken, M. (2006). Where next for Low-Cost Airlines: A spatial and temporal comparative study. *Journal of Transport Geography*, 14(2), 83-94. <http://dx.doi.org/10.1016/j.jtrangeo.2005.05.005>
- Frei, F.X. (2008). The four things a service business must get right. *Harvard Business Review*, 4, 70-80.
- Fuller, J. B., Barnett, T., Hester, K., & Relyea, C. (2003). A social identity perspective on the relationship between perceived organizational support and organizational commitment. *Journal of Social Psychology*, 143, 789-790. <http://dx.doi.org/10.1080/00224540309600432>
- Gagne', M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26, 331-362. <http://dx.doi.org/10.1002/job.322>
- Gonzalez, J. V., & Garazo, T. G. (2006). Structural relationships between organizational service orientation, contact employee job satisfaction and citizenship behaviour. *International Journal of Service Industry Management*, 17(1), 23-50. <http://dx.doi.org/10.1108/09564230610651561>
- Gronroos, C. (1988). Service quality: the six criteria of good perceived service quality. *Review of Business*, 9(3), 10-13.
- Hair, J.F., Anderson, R.E., Tatham, R.L., & Black, W.C. (1998). *Multivariate Data Analysis*. Upper Saddle River, NJ: Prentice-Hall.
- Harris, L. C., & Ogbonna, E. (2000). The responses of front-line employees to market-oriented culture change. *European Journal of Marketing*, 34(3), 318-340. <http://dx.doi.org/10.1108/03090560010311885>
- Hartline, M. D., & Ferrell, O.C. (1996). The Management of Customer-Contact Service Employees: An Empirical Investigation. *Journal of Marketing*, 60(October), 52-70.

<http://dx.doi.org/10.2307/1251901>

Haworth, C. L., & Levy, P.E. (2001). The importance of instrumentality beliefs in the prediction of organizational citizenship behaviors. *Journal of Vocational Behavior*, 59(1), 64-75. <http://dx.doi.org/10.1006/jvbe.2000.1784>

Hinkin, T.R., & Schriesheim, A. (2004). If you don't hear from me you know you are doing fine. *Cornell Hotel and Restaurant Administration Quarterly*, 45, 362-372. <http://dx.doi.org/10.1177/0010880404270061>

Hobfoll, S.E. (1989). Conservation of resources: a new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513-524. <http://dx.doi.org/10.1037/0003-066X.44.3.513>

Hoffman, B. J., Blair, C. A., Meriac, J. P., & Woehr, D. J. (2007). Expanding the criterion domain? A quantitative review of the OCB literature. *Journal of Applied Psychology*, 92, 555-566. <http://dx.doi.org/10.1037/0021-9010.92.2.555>

Hofstede, G. (1983). The cultural relativity of organizational practices and theories. *Journal of International Business Studies*, 14, 75-89. <http://dx.doi.org/10.1057/palgrave.jibs.8490867>

Ichniowski, T. (1988). The new nepotism: why dynasties are making a comeback. *Business Week*, 31, 106-9.

Jang, J., & George, R. T. (2012). Understanding the influence of polychronicity on job satisfaction and turnover intention: A study of non-supervisory hotel employees. *International Journal of Hospitality Management*, 31(2), 588-595. <http://dx.doi.org/10.1016/j.ijhm.2011.08.004>

Jo, E.Y., Liliana L. B., & Michael, B. B. (2009). Exploring the effects of different reward programs on in-role and extra-role performance of retail sales associates. *Qualitative Market Research: An International Journal*, 12(3), 279-294. <http://dx.doi.org/10.1108/13522750910963809>

Johnson, J.W. (1996). Linking employee perceptions of service climate to customer satisfaction, *Personnel Psychology*, 49(4), 831-851. <http://dx.doi.org/10.1111/j.1744-6570.1996.tb02451.x>

Karatepe, O.M., & Ehsani, E. (2012). Work-Related Depression in Frontline Service Jobs in the Hospitality Industry: Evidence from Iran. *Journal of Human Resources in Hospitality and Tourism*, 11(1). <http://dx.doi.org/10.1080/15332845.2012.621052>

Karatepe, O.M., Karadas, G., Azar, A.K., & Naderiadib, N. (2013). Does Work Engagement Mediate the Effect of Polychronicity on Performance Outcomes? A Study in the Hospitality Industry in Northern Cyprus. *Journal of Human Resources in Hospitality & Tourism*, 12(1), 52-70. <http://dx.doi.org/10.1080/15332845.2013.723266>

Karatepe, O.M., & Kilic, H. (2007). Relationships of supervisor support and conflicts in the work-family interface with the selected job outcomes of frontline employees. *Tourism Management*, 28, 238-252. <http://dx.doi.org/10.1016/j.tourman.2005.12.019>

- Karatepe, O.M., & Sokmen, A. (2006). The effects of work role and family role variables on psychological and behavioral outcomes of frontline employees. *Tourism Management*, 27, 255-268. <http://dx.doi.org/10.1016/j.tourman.2004.10.001>
- Karatepe, O.M., & Uludag, O. (2007). Conflict, exhaustion and motivation: a study of frontline employees in Northern Cyprus hotels. *International Journal of Hospitality Management*, 26(3), 645-65. <http://dx.doi.org/10.1016/j.ijhm.2006.05.006>
- Katz, D., & Kahn, R. L. (1966). *The social psychology of organizations*. New York: Wiley.
- Kaufman, C.F., Lane, P.M., & Lindquist, J.D. (1991). Exploring more than 24th a day: a preliminary investigation of polychronicity time use. *Journal of Consumer Research*, 18, 392-401. <http://dx.doi.org/10.1086/209268>
- Kaufman-Scarborough, C., & Lindquist, J. D. (1999). Time management and polychronicity: Comparisons, contrasts, and insights for the workplace. *Journal of Managerial Psychology*, 14, 288-312. <http://dx.doi.org/10.1108/02683949910263819>
- Keaveney, S.M. (1992). An empirical investigation of dysfunctional organizational turnover among chain and non chain retail store buyers. *Journal of Retailing*, 68(2), 145-173.
- Kiger, P.J. (2006). Power of the individual. *Workforce Management*, 2, 23-27.
- Kilic, H., & Okumus, F. (2005). Factors influencing productivity in small island hotels: evidence from Northern Cyprus. *International Journal of Contemporary Hospitality Management*, 17(4), 315-331. <http://dx.doi.org/10.1108/09596110510597589>
- Kim, H.J., Tavitiyaman, P., & Kim, W.G. (2009a). The effect of management commitment to service on employee service behaviors: The mediating role of job satisfaction. *Journal of Hospitality & Tourism Research*, 33(3), 369-390. <http://dx.doi.org/10.1177/1096348009338530>
- Ko, G-K., Kirsch, L.J., & King, W.R. (2005). Antecedents of knowledge transfer from consultants to clients in enterprise system implementations. *MIS Quarterly*, 29, 59-85.
- Konovsky, M.A. and Organ, D.W. (1996). Dispositional and contextual determinants of organizational citizenship behavior. *Journal of Organizational Behavior*, 17(3), 253-66. [http://dx.doi.org/10.1002/\(SICI\)1099-1379\(199605\)17:3<253::AID-JOB747>3.3.CO;2-H](http://dx.doi.org/10.1002/(SICI)1099-1379(199605)17:3<253::AID-JOB747>3.3.CO;2-H)
- Kotler, P., & Keller, K.L. (2007). *A framework for marketing management*. Upper Saddle River, New Jersey.
- Kusluvan, S. (2003). Employee attitudes and behaviors and their roles for tourism and hospitality business. In S. Kusluvan (Ed.), *Managing employee attitudes and behaviors in the tourism and hospitality* (pp. 25-50). New York: Nova Science Publishers.
- Lam, T., Lo, A., & Chan, J. (2002). New employees' turnover intentions and organizational commitment in the Hong Kong hotel industry. *Journal of Hospitality & Tourism Research*, 26(3), 217-234. <http://dx.doi.org/10.1177/1096348002026003002>

- Lapierre, L.M., & Hackett, R.D. (2007). Trait conscientiousness, leader-member exchange, job satisfaction, and organizational citizenship behavior: A test of an integrative model. *Journal of Occupational and Organizational Psychology*, 80, 539-554. <http://dx.doi.org/10.1348/096317906X154892>
- Lepine, J.A., Erez, A., & Johnson, D.E. (2002). The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52-65. <http://dx.doi.org/10.1037/0021-9010.87.1.52>
- Low, G.S., Cravens, D.W., Grant, K., & Moncrief, W.C. (2001). Antecedents and consequences of salesperson burnout, *European Journal of Marketing*, 35(5/6), 587-611. <http://dx.doi.org/10.1108/03090560110388123>
- Lu, L. (1999). Work motivation, job stress and employees' well-being, *Journal of Applied Management Studies*, 8(1), 61-72.
- Lytle, R.S., Hom, P.W., & Mowka, M.P. (1998). SERV*OR: managerial measures of organizational service orientation. *Journal of Retailing*, 74(4), pp. 1-15. [http://dx.doi.org/10.1016/S0022-4359\(99\)80104-3](http://dx.doi.org/10.1016/S0022-4359(99)80104-3)
- Ma, E., & Qu, H. (2011). Social exchanges as motivators of hotel employees' organizational citizenship behavior: The proposition and application of a new three-dimensional framework. *International Journal of Hospitality Management*, 30, 680-688. <http://dx.doi.org/10.1016/j.ijhm.2010.12.003>
- McGorry, S.Y. (2000). Measurement in a cross-cultural environment: survey translation issues. *Qualitative Market Research: An International Journal*, 3(2), 74-81. <http://dx.doi.org/10.1108/13522750010322070>
- Mei, L.W. (2009). What makes a good citizen in service setting? *Service Industry Journal*, 29(5), 621-634. <http://dx.doi.org/10.1080/02642060902720055>
- Miller, J.F. (2002). Motivating people. *Executive Excellence*, 19 (December), p.15.
- Morrison, E.W. (1994). Role definition and organizational citizenship behaviour: The importance of the employee's perspective. *Academy of Management Journal*, 37(6), 1543-1567. <http://dx.doi.org/10.2307/256798>
- Morrison, E.W. (1996). OCB as a critical link between HR practices and service quality. *Human Resource Management*, 35, 493-512. [http://dx.doi.org/10.1002/\(SICI\)1099-050X\(199624\)35:4<493::AID-HRM4>3.3.CO;2-N](http://dx.doi.org/10.1002/(SICI)1099-050X(199624)35:4<493::AID-HRM4>3.3.CO;2-N)
- Mutlu, K. (2000). Problems of nepotism and favoritism in the police organization in Turkey. *Police Strategies and Management*, 23(3), pp. 381-89. <http://dx.doi.org/10.1108/13639510010343056>
- Ngunia, S., Slegers, P., & Denessen, E. (2006). Transformational and Transactional Leadership Effects on Teachers' Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior in Primary Schools: The Tanzanian case. *School*

Effectiveness and School Improvement, 17(2), 145-177.
<http://dx.doi.org/10.1080/09243450600565746>

North Cyprus Tourism & Planning Office (2011, 2012). *Statistical Yearbook of Tourism: Turkish Republic of Northern Cyprus*. State of Printing House, Nicosia.

Nunnally, J.C. (1978). *Psychometric Theory*. McGraw-Hill, New York, NY.

Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10, 85-97. http://dx.doi.org/10.1207/s15327043hup1002_2

Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Beverly Hills, CA: Sage.

Organ, D.W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship. *Personnel Psychology*, 48(4), 775-802. <http://dx.doi.org/10.1111/j.1744-6570.1995.tb01781.x>

Paine, J.B., & Organ, D.W. (2000). The culture matrix of organizational citizenship behavior: Some preliminary conceptual and empirical observations. *Human Resources Management Review*, 10(1), 45-59. [http://dx.doi.org/10.1016/S1053-4822\(99\)00038-8](http://dx.doi.org/10.1016/S1053-4822(99)00038-8)

Podsakoff, N. P., Blume, B. D., Whiting, S. W., & Podsakoff, P. M. (2009). Individual-and organization-level consequences of organizational citizenship behaviors: A meta-analysis. *The Journal of Applied Psychology*, 94, 122-141. <http://dx.doi.org/10.1037/a0013079>

Podsakoff, P.M., MacKenzie, S.B., Lee, J., & Podsakoff, N.P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903. <http://dx.doi.org/10.1037/0021-9010.88.5.879>

Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., & Bachrach, D.G. (2000). Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26, 513-563. <http://dx.doi.org/10.1177/014920630002600307>

Poutziouris, Z., P., Steier, L., & Smyrniot, X., K. (2004). A Commentary On Family Business Entrepreneurial Developments. *Emerald Group Publishing Limited*, 10(2), 7-11.

Rod, M., & Ashill, N.J. (2010). Management commitment to service quality and service recovery performance: A study of frontline employees in public and private hospitals, *International Journal of Pharmaceutical and Healthcare Marketing*, 4(1), 84-103. <http://dx.doi.org/10.1108/17506121011036042>

Schappe, P. (1998). The influence of job satisfaction, organizational commitment, and fairness perceptions on organizational citizenship behavior. *The Journal of Psychology*, 132(3), 277-290. <http://dx.doi.org/10.1080/00223989809599167>

Schneider, B., & Bowen, D.E. (1993). The service organization: Human resources management is crucial. *Organizational Dynamics*, 21(4), 39-52. [http://dx.doi.org/10.1016/0090-2616\(93\)90032-V](http://dx.doi.org/10.1016/0090-2616(93)90032-V)

Schneider, B., & Bowen, D.E. (1991). Service quality and profits: can you have your cake and eat it too? *Human Resource Planning*, 14(2), 151-157.

Smith, C.A., Organ, D.W., & Near, J.P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68, 653-663. <http://dx.doi.org/10.1037/0021-9010.68.4.653>

Stamper, C.L., & Van Dyne, L. (2003). Organizational citizenship: A comparison between part-time and full-time service employees. *Cornell Hotel and Restaurant Administration Quarterly*, 44(1), 33-42. [http://dx.doi.org/10.1016/S0010-8804\(03\)90044-9](http://dx.doi.org/10.1016/S0010-8804(03)90044-9)

Tabachnick, B.G., & Fidell, L.S. (2007). *Using Multivariate Statistics*. 5th Ed. Boston: Allyn & Bacon.

Tang, T.L., & Ibrahim, A.H.S. (1998). Antecedents of organizational citizenship behavior revisited: Public personnel in the United States and the Middle East. *Public Personnel Management*, 27(4), 529-551.

Taylor, M. S., Locke, E.A., Lee, C., & Gist, M. E. (1984). Type a behavior and faculty research productivity: What are the mechanisms? *Organizational Behavioral and Human Performance*, 34(3), 402-418. [http://dx.doi.org/10.1016/0030-5073\(84\)90046-1](http://dx.doi.org/10.1016/0030-5073(84)90046-1)

Toy, S., Brown, C., & Miles, L.G. (1988). The new nepotism: why dynasties are making a comeback, *Business Week*, 31, 106-109.

Wat, D., & Shaffer, M.A. (2005). Equity and relationship quality influences on organizational citizenship behaviors: the mediating role of trust in the supervisor and empowerment. *Personnel Review*, 34(4), 406-422. <http://dx.doi.org/10.1108/00483480510599752>

Yoon, M.H., & Suh, J. (2003). Organizational citizenship behaviours and service quality as external effectiveness of contact employees. *Journal of Business Research*, 56(8), 597-611. [http://dx.doi.org/10.1016/S0148-2963\(01\)00290-9](http://dx.doi.org/10.1016/S0148-2963(01)00290-9)