The Selected Antecedents and Outcomes of Work Engagement: A Study on Frontline Employees of 3, 4 and 5 Star Hotels in Iran (Tehran)

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ABSTRACT

The purpose of this study is to theoretically investigate different antecedents and outcomes of Work Engagement of frontline employees of three-, four- and five star hotels in Islamic Republic of Iran (Tehran). This study concentrates on the Employee Involvement Climate, Leader Member Exchange and Team Reflexivity as selected antecedents of Work Engagement and Productivity and Extra-role Performances as outcomes of Work Engagement. The center of the study is to investigate the Work Engagement of frontline employees and focuses on its mediating role.

Deductive approach was used and the questionnaires were filled through frontline employees of three-, four- and five star hotels in Tehran. The data has been analyzed with SPSS 21.

The results demonstrate that there are positive and direct relationships between Employee Involvement Climate, Leader Member Exchange, Team Reflexivity and Work Engagement on the one hand and direct and positive relationships between Work Engagement and Productivity and Extra-role Performances on the other hand. The Work Engagement plays a partial mediating role between the selected antecedents (Employee Involvement Climate, Leader Member Exchange and Team Reflexivity) and outcomes of Work Engagement (Productivity and Extra-role Performances).

Keywords*: Leader Member Exchange, Employee Involvement Climate, Team Reflexivity, Productivity, Work Engagement, Extra- role Performance .*

ÖZ

Bu ara tırmanın amacı, teorisel olarak ran (Tahran)'nın 3, 4 ve 5 yıldızlı otellerindeki sınır birimi çalı anlarının çalı ma ba lılı ı ile ligili sebep ve sonuç ili kisini ara tırmaktır. Bu ara tırma lider-üye etkile im teorisi, takım yansıması ve çalı an katılımının çalı ma ba lılı ı sebebleri olarak incelenen verimlilik ve ek görev talebi de i ikli i sonuçları olarak da de erlendirilmektedir.

Ara tırmanın merkezi sınır birimi çalı anlarının çalı ma ba lılı ını incelemek ve aracı degi kenine odaklanmaktır. Tümevarım yakla ım metodu kullanılmı , hazırlanan anketler 3, 4 ve 5 yıldızlı Tahran oteller sınır birimi çalı anları tarafından doldurulmu tur.

Elde edilen veriler "SPSS" yazılımı ile analiz edilmi tir.Ara tırma do rultusunda elde edilen sonuçların çalı an katılımı, Lider-üye etkile imi ve tam yansıma özelli i ile çalı an ba lılık arasında direk ve pozitif bir ba lantı oldu unu göstermektedir. Çalı an ba lılı ı, üretkenlik ve ek görev talebi arasında direkt bir pozitif ba lantı vardır.

AnahtarKelimeler: Tahran, Sınır birimi çalı anları, Lider-üyeetkile imi, Takım, Çalı anba lılı ı, Otel.

To Amir

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EIC	Employee Involvement Climate
TRF	Team Reflexivity
LME	Leader Member Exchange
WEG	Work Engagement
CHR	Chargeability
ERP	Extra-role Performance

Chapter 1

INTRODUCTION

1.1 Introduction

Obviously, as a service setting, the tourism-related organization's core competencies are in the talent, knowledge and skills of their employees. Therefore, it is vital for them to employ talented people who can create value for the organization. Consequently, hiring, training, attracting and retaining such employees in the organization are important issues for the company. As a result, we assume that the engagement of employees plays a crucial role in these motivational processes.

In order to reach this, an organization needs to motivate its employees to make the most of their potential and performance. Enhancing employees' work engagement is the one way this can be achieved (Bakker & Leiter, 2010). Engaged employees have a lot of energy and focus regarding their work (Bakker & Leiter, 2010). They are involved in their work and can become so absorbed in it that they are difficult to distract (Bakker & Leiter, 2010).

Moreover, work engagement can result in various positive organizational outcomes, as engaged employees have higher performance in the organization (Bakker & Leiter, 2010). According to Bakker (2009), there are four reasons to explain this: Firstly, employees often experience positive emotions which may be a reason for their enhanced productivity (Bakker & Demerouti, 2008). Second, engagement

seems to be positively related to good health (Bakker & Demerouti, 2008), which puts employees in a more advantageous position to perform well. Third, engaged employees are able to create and mobilize their own resources (Bakker & Demerouti, 2008). Finally, there is a crossover of engagement among members of a work team, which increases their performance (Bakker & Demerouti, 2008).

In this study the focus is on the job demands and performance procedures and measures, because it was the lack of study referring these points in similar works especially in the framework of Work Engagement. Employee Involvement Climate (EIC) has been never studied in the framework of Work Engagement (WEG) in the other and similar works (Riordan, Vandenberg & Richardson, 2005). This study aims to fill this research gap by studying the employee involvement climate as a possible antecedent of work engagement.

Second, in addition to employee involvement, leadership can also play an important role when it comes to work engagement. According to Janssen and Van Yperen (2004), leaders are a source of work-related knowledge, information and experience and can help employees with their skill development and self-improvement.

It would be interesting to clarify the relationship between work engagement and performance outcomes like productivity. Engaged employees with a lot of energy and dedication regarding their work will be motivated to work hard and reach their full potential. The question is whether engaged employees are significantly more productive than disengaged employees. Within the consulting company, chargeability is used to measure productivity and it was therefore researched in this thesis as a possible consequence of work engagement.

Finally, George et al. (1998) focused on the critical role of employee behaviors performed in order to delight and increase the satisfaction level of the customers. Bettencourt et al. (1997) pointed out the importance of the employees who are offering better services than their competitors by providing extra-role customer services that lead to increased customer satisfaction, higher service quality and more positive word-of-mouth.

The aim of this study is to theoretically investigate different antecedents and outcomes of Work Engagement of frontline employees of three-, four- and five star hotels in Islamic Republic of Iran (Tehran). This study concentrates on the Employee Involvement Climate, Leader Member Exchange and Team Reflexivity as selected antecedents and Productivity and Extra-role Performances as outcomes of Work Engagement. The center of the study is to investigate the Work Engagement of the frontline employees and focuses on its mediating role.

The first chapter is an introduction for this study. In the second chapter the condition of tourism will be explained; in the world, in Asia and in the Middle East. The tourism in Iran, hotel industry in Iran and also frontline employees are the subjects which will be discussed in this part. The third chapter is the literature review which prepares the infrastructure for this study. In the forth chapter the suggested hypotheses in this study will be introduced and in the fifth and sixth chapters the methodology and data analysis of this work will be explained.

The last chapter is the Conclusion and implication chapter. In this section the result of the studies conducted before will be compared to the current study. Consequently the necessary implications for the managers will be suggested based on the study's

result. Limitations and future research perspective will be also discussed in the last step.

Chapter 2

TOURISM INDUSTRY

2.1 Tourism in the World

The history of tourism goes to Greek and Roman times, when they started to visit other places in the summer time for their holidays. Since then a huge growth in travelling in the developed and less developed countries can be seen. End of 19th and early 20th centuries the employees would be paid extra for having holidays and their working hours became shorter. Improvement in transportation and decrease in the travelling costs were also the moves which have been carried out toward democratic changes in Tourism. These all had important impact on globalization of this industry (Butler, 2009).

Tourism is certainly one of the most significant industries, which has a direct influence in shaping the world (Cohen & Kennedy, 2000; Higgins, 2006).The formation of tourism industry is from years 1950 till 1975. During this period the average percentage of the Tourism arrivals was around 10. The philosophy of the industry was that we should make new hotels or for instance new Theme parks and as a result tourists will come automatically themselves. After that cheaper destinations attract the tourists more and also competiveness in this industry became important issue in Tourism. Since 1991 the operations, which are smaller try to distinguish in segments of the Tourism market, at the time when the international

ones want scale economies, models in their management, variety of destination and also innovations in their investments (Butler, 2009).

Since two decades ago technology had a huge influence on Tourism, particularly IT (information technology). Beside IT other activities such as acts through individuals with high incomes became important. For instance individual baroque activities or volunteerism, trophy hunting or even ''dark Tourism'' behaves completely different from mass Tourism and have a great influence on Tourism (Novelli, 2005).

The governments started to build the infrastructure in social and economical sectors to attract more people to touristic places. As a result the people could travel in a more safety ways and in a shorter time.

In many countries, Tourism is economically the main industry and the highest income of the country is earned from this section. For many developing countries it is suggested to use it as a secure way for developing the economy compare to other ways. The revenues earned from tourism can be invested in the other industries in the country. In addition to economical benefits of Tourism industry there are other non-economical benefits from this industry. Cultural Enhancement, improvements in environment and social atmosphere are positive aspects of tourism. These could all occur at the time when tourism is fulfilling many needs of the people by providing them pleasurable holidays in the best way possible (WTO 1999). Therefore it can be concluded that the most important role of Tourism could be the promotion of peace and friendship through different nations (WTO 1980).

Tourism is a unique phenomenon, which differentiates it from other industries; instead of going to the market place and purchasing the product or service or ordering them, the customer should travel to their desired destination. It is also influenced by fashion, public media and the political status of the countries, which can definitely affect the number of travelers of the country (Butler, 2009).

An important issue in Tourism is the Life cycles of destinations. They behave like products and their development follows the life cycle curve. They have a primary slow growth and then a fast improvement and growing and finally they slow down again and sometimes they face a decline. This is based on TALC model and is measured by the number of visitors and tourists of a specific place (Stansfield, 2006).

Butler also works on the resort life cycle model. He asks if this model could be used to forecast the future of Tourism patterns and its waves, cycles and wheels. He also talks about the chaos and chance in the equation of growth (Butler, 2009).

Many changes have been occurred in many aspects of Tourism. Plenty of changes in period and duration of holidays can be seen. For instance the summer and long holidays in that season are declining, when the shorter holidays in different times of the year are increasing. There has been a huge development and expansion in transportation that makes it possible for travelers to enjoy sun in even winter by traveling to other sunny places; therefore we can conclude that flexibility is growing (Butler & Poon, 2001).

In addition to enhancement in transportation which has a direct and relevant impact on Tourism, the changes in social and cultural boundaries have caused

differentiations in Tourism. For instance the age of retirement in many developed countries has declined; therefore the older people have more time to travel. Tourism can also be used for regional economic growth, having more employments, earning higher foreign exchange and a way to overcome poverty (Butler, 2009).

The future of tourism can be predicted through investigating the positive and negative forces to this industry.

The geo-political status of the world has a positive impact on Tourism. Profitable markets have appeared in Eastern Europe and previous Communist bloc, India and also china. Besides all of these enhancements in the World Wide, Web has made it easier for travelers to gather comprehensive information about their trip (Tourism, technology and competitive strategies, CABI, 1994).

In addition to positive factors which could affect the outlook of Tourism, there are also negative ones which should be considered. For instance the sustainability of Tourism is one of the important issues in this area. Environmental aspects are one of them; the climate change and the global warming are all significant concerns at the political levels for the countries. These will have definitely lots of implications for Tourism in the world (Mowforth & Munt, 2003).

Due to sustainability McElroy and de Albuquerque have also the opinion that this factor (sustainability) can be gained in small places too; for instance by improving the living quality of the locals through the revenue which is gained from tourists in those areas (McElroy et al., 2002).

On the other hand the fuel costs and also the availability of that has been a huge concern for airlines since 1970s till now. So it can be predicted that long distances will be replaced by medium and short distances (Butler, 2009).

Poon also believes that Tourism is facing a crisis. This crisis consists of change and uncertainty that comes from the rapid changing nature of Tourism. The new technology, the changes in the economy of the world, the restrictions in the environment and also the enhancement of the customer knowledge can all cause challenges in Tourism (Poon, 1989).The localized violence and terrorism in developing countries such as Egypt made a huge redundant in number of travelers to these places which are considered as important touristic destinations.

The changes in socio- demographic of the world have positive effect on Tourism. The young generations could be seen as a very profitable part of the travelers. On the other hand the problems due to unemployment make it very difficult for youth to afford travelling costs (Butler, 2009).

But in general it is difficult to say that the future of Tourism will not face a growth. This industry has survived Gulf War, Bali bombs and also the Twin Towers tragedy. They might have serious influences on Tourism but it is predicted that this industry will eventually face a growth, even a slow one (Butler, 2009).

Tourism in the world has various dimensions from agricultural aspects to different kinds of service industries. Such as hotels, coach tours, guest houses, restaurants, theme parks, car hire, biking, airlines and etc. It also links many different types of

industries together such as relating transportation to trading networks or relating consumers (tourists) to producers via environmental means (Chambers, 1997).

In Figure 2.1 the trends in international travelling can be seen which is showed in GDP. The data is from 1970 to the present time. As we can see the average rate of arrivals has the growth of 5% yearly and it is obviously more than the 3.7% growth of GDP. Therefore it is assumed that global economy will have the growth until 2020. The trend will not face many changes and will almost remain steady and therefore the estimation of having 1.6 billion travelers in 2020 seems to be logic (WTO 2013). The above mentioned points are shown in Figure 2.1.

As it is shown in Figure 2.1 there are some points at which the process of growth is influenced by some events; such as oil crises in 1970s or for instance the change in number of tourists after 9/11 and also recessions at the beginning of 1980s. Some events have short effects on touristic places, like 9/11 tragedy but some events like recessions may cause a total reconstruction in the Tourism industry.
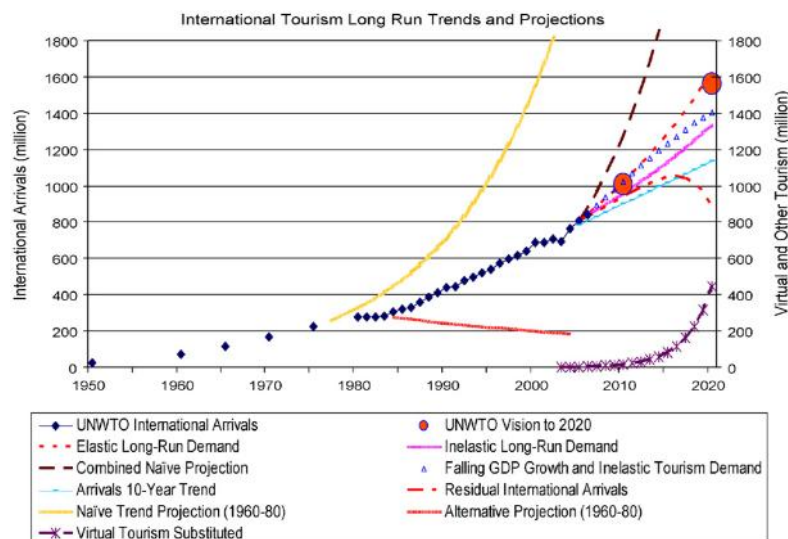
Figure 2.1 The UNWTO Vision and Alternative Scenarios and Projections
(UNWTO 2013)

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Based on the data from UNWTO 2013 the growth of Tourism in the past decades makes it one of the most relevant industries in the world; in both social and economic sections. The number of tourists confirms the importance of this industry. The number of arrivals was around 25 million in year 1950 and it was approximately 806 million in year 2005. It is also important to mention here that the growth rate of domestic Tourism is almost more than international Tourism in developing countries and will be soon 10 times more than the recent number.

2.1.1 United Nations World Tourism Organization

In the following part the statistics given by UNWTO 2013 will be discussed. The data from this data center confirms many other studies which prove the steady growth of Tourism. It says also that the number of touristic destinations and the number of tourists are steady increasing. This is a key role in socio-economic developments because it leads to a huge increase in export revenues, creates lots of job opportunities. As mentioned above this industry has survived many occasional shocks and continued to grow which are now 1,035 million tourists in 2012.

2.1.2 International Tourism in 2012

The number of tourists in the world has exceeded 1 billion and in 2012 are about 1,035. Asia and the Pacific have the highest growth, which is 7% growth in arrivals. Besides Asia, Africa with 6% rate of growth and America with 5% growth are the two next continents with high growth rate in number of arrivals.

Europe has the growth rate of 3%, the continent which has the highest visitors in the world. But unfortunately the Middle East didn't have improvements attracting tourists and even had decrease in number of arrivals with -5%.The income of Tourism in year 2011 was US$ 1,042 billion which became US$ 1,075 billion in 2012.

China is the first country in Tourism market in 2012 by spending US$ 102 billion for its Tourism industry. UNWT has estimated that the world will face an increase in arrival numbers with the 3 to 4% growth rate in 2013. It is forecasted that Asia and Africa will remain the continents with higher growth rates in number of arrivals. In Figure 2.2 the number of international tourists by region can be seen (WTO2013).
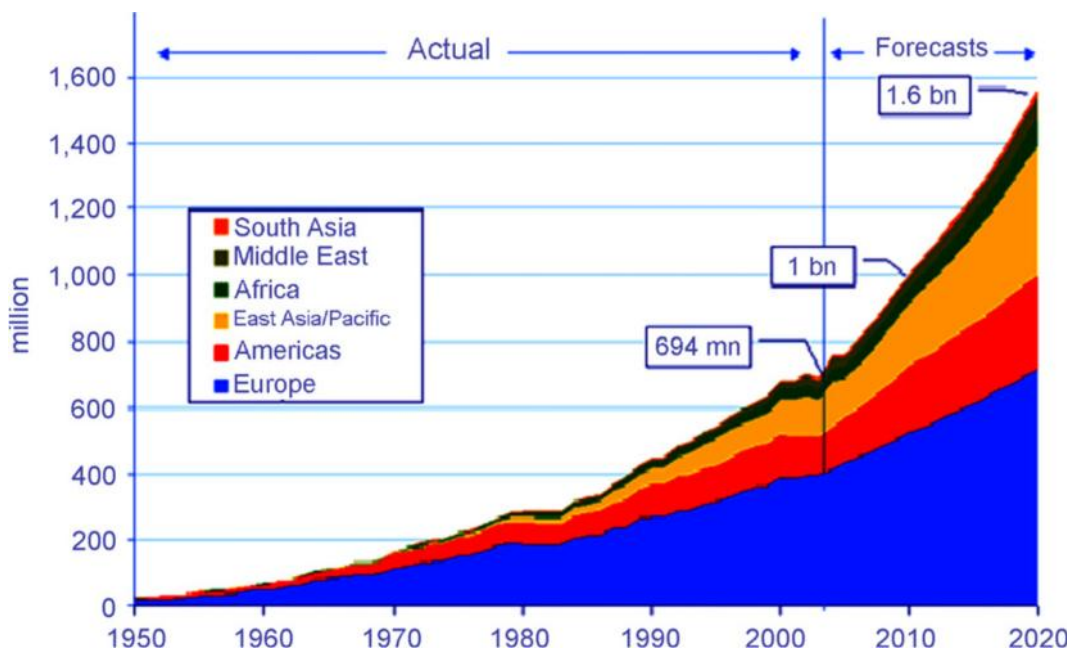
Fig.ure 2.2 International Visitors by Region (UNWTO 2006)

2.1.3 World's Top Tourism Destinations

In year 2012 some changes have happened in the ranking of the first 10 countries regarding number of arrivals. Germany is now in the seventh place with 30 million arrivals and followed by Russia with 26 million arrivals in the ninth place as a new member of top ten. Germany moved up one place and Russian three places in the ranking. In the international Tourism receipts ranking of Macao is the fifth and Hong Kong the ninth. The rankings are as followed:

Table 2.1 International Tourism Arrivals (UNWTO 2013)

International Tourists arrivals	Million		Change(%)	
Rank	2011	2012	2011/2010	2012/2011
1 France	81.6	83	5	1.8
2 United States	62.07	67	4.9	6.8
3 China	57.6	57.7	3.4	0.3
4 Spain	56.2	57.7	6.6	2.7
5 Italy	46.1	46.4	5.7	0.5
6 Turkey	34.7	35.7	10.5	3
7 Germany	28.4	30.4	5.5	7.3
8 United Kongdom	29.3	29.3	3.6	-0.1
9 Russian Federation	22.7	25.7	0.6	1.3
10 Malaysia	24.7	25	0.6	1.3

Table 2.2 International Tourism Receipts (UNWTO 2013)

International Tourists Receipts	US$				Local Currencies	
Rank	Billion		Change(%)		Change(%)	
	2011	2012	2011/2010	2012/2011	2011/2010	2012/2011
1 United States	115.6	126.2	11.7	9.2	11.7	9.2
2 Spain	59.9	55.9	14	-6.6	8.6	1.2
3 France	54.5	53.7	16.2	-1.5	10.7	6.7
4 China	48.5	50	5.8	3.2	1	0.8
5 Macao(China)	38.5	43.7	38.3	13.7	38.6	13.3
6 Italy	43	41.2	10.9	-4.2	5.6	3.8
7 Germany	38.9	38.1	12.1	-1.9	6.7	6.2
8 United Kingdom	35.1	36.4	8.2	3.7	4.4	5.2
9 Hong Kong(China)	27.7	32.1	24.6	16	24.9	15.6
10 Australia	31.5	31.5	8.1	0.2	-3.8	-0.2

2.2 Asia

Worldwide the focus in Tourism industry is on Asia. The number of arrivals and recipients are in compare to other regions in the world higher. Between 1980 and 1995 the growth rates of arrivals and recipients in Asia have seen the growth of 10% and 15% which was higher than any other region in the world (WTO1996).

Mass travel to Asia started through the tourists from America and Europe in 1950s. This improvement in Tourism resulted in a huge growth in economy, decreased the

restrictions for tourists and also more successful advertisement for Tourism. These made the Asian governments to understand that the Tourism is a very strong factor for the growth of the country and an important provider of foreign exchange earnings (Singh, 2007).

For example countries like Thailand, China and Singapore are the main receivers of tourists in Asia and are benefiting from the revenue of that. Many countries in Asia are specifying lots of investments and manpower in this industry to catch the attention of tourists. For instance Singapore is drawing a plan named "Tourism 21" and is working really hard on that. The goal is to attract tourists as much as possible to make the country business center of the world and the Tourism center of the East (Singh, 2007).

As well as the countries mentioned above the following countries in Asia Pacific could be mentioned as the main countries in Tourism industry; Japan, South Korea, India, Taiwan, Fiji, Malaysia, Philippines and Indonesia.

Because of the importance of this industry, competition for increasing the Tourism revenue especially in dollar can be seen. Countries like New Zealand, Australia, Hong Kong and also Thailand are specifying funding in tourism industry. The result will be definitely growth in the employment chances in a whole country and also higher revenues (Pearse, 2004).

There are some factors that have a significant impact on the growth of Tourism industry in Asia. For instance the elimination of some travelling restrictions, changes in some Asian governments (which led to liberalization in those Lands),

improvements in economy and also decrease in political barriers. Technological enhancements have considerably influenced the travel industry in Asia region and are expected to continue in the same manner in the future.

Asian powerful economy is focusing on many factors to improve its tourism industry. Reforming its market, trying to be more export- oriented, having unwavering currencies, having variation in economy and attracting foreign capital as much as possible are some of these activities (Pearse, 2004).

The researches which have been done in those countries show the importance of Tourism in Asia pacific. For instance Australia and New Zealand are well known for researches which they have conducted about APR. Around 25 universities in these two countries are involved with many projects referring this subject. These universities and institutes are strongly supported by the government and in year 1998s CRC which is Cooperative Research Centre was formed in Australia. Many academic people started activities and found groups like Tourism Council Australia and also the Tourism Task Force. For instance the CRC has an investigative budget of 60$ million for the period of five years. The Council of Australian Universities Tourism and Hospitality Educators which is called CAUTHE are the biggest conferences of Tourism researches in that area. Every year thousands of academician, people from government and industry come together in this conference. Although many huge changes and improvements can be seen in this region but there are still countries which are in deep trouble in this industry (Leiper, 1998).

2.2.1 Asia and the Pacific

As mentioned above Asia and Pacific has the highest growth rate in the world which is 23% of the world share with around 234 million arrivals and US$ 324 billion (30%

of the world receipts for the second year). In Asia, South-East Asia has the highest growth rate in arrivals in that region (which is 9%). Thailand is in the first place; it has the 16% growth in year 2011. Cambodia and Vietnam have also strong growth in last year (WTO2013).

North-East Asia had 6% growth in 2012 led by Japan with +35% (despite of the decrease in number of arrivals after the earthquake of 2011). Japan is followed by Taiwan with 20% more growth in arrivals, the Republic of Korea with 14% and Hong Kong (China) with 7% (WTO2013).

The growth rate of South Asia was less than North-East Asia. It was 4% which was led by Sri Lanka and Bhutan in arrivals (the growth rate was 17% in the last year). In the sub region, India had the highest growth rate of 5%. Four percent increase in arrivals of Oceania is recorded and for Australia (which is the most important region in that area) 5% increase, for Guam 13% increase and for New Zealand one percent decline are also recorded (WTO2013).

2.2.2 Middle East

Middle East is geopolitically a very sensitive area in Asia. Therefore the statistics of this region is not as clear as the other regions. Arrivals are around 52 million tourists with 5% decrease in year 2012. Middle East faced this decrease because of the tensions that happened in the last years. The receipt is US$ 47 billion with 2% drop compare to 2011. But the countries such as Egypt, Palestine and Jordan could compensate it and had 18%, 9% and 5% growth in arrivals compare to 2011. Lebanon is unfortunately facing a huge decline of 18% because of the conflicts in Syria in the neighborhood. At the same time Qatar and Oman are benefiting from the improvements in Tourism in that region (WTO2013).

In the following table (Table 2.3) the ranking of the countries and continents are shown regarding to the number of arrivals, market share, change and also average annual growth:

Table 2.3 International Tourists Arrivals by Region of origin (UNWTO2013)

	International Tourists Arrivals by Region of Origin								Market Share (%)	Change (%)		Average Annual Growth (%)
	1990	1995	2000	2005	2009	2010	2011	2012	2011	2011/2010	2012/2011	2005/2012
World	435	529	677	807	892	949	995	1,035	100	4.8	4	3.6
Europe	251.9	303.4	388.8	449.7	477.6	497.1	520.5	539.8	52.1	4.7	3.7	2.6
Asia and the Pacific	53.7	86.4	114.2	153.2	181	205.4	222.5	236.4	22.8	7.8	6.3	6.4
Americas	99.3	108.5	130.8	136.5	147.3	155.3	164.2	171.5	16.6	5.1	4.4	3.3
Middle East	8.2	9.3	14.1	22.9	32.2	34.5	33.8	31.7	3.1	-0.1	-5.2	4.8
Africa	9.8	11.5	14.9	19.3	25.6	28.1	29.8	30.8	3	6.1	3.3	6.9
Origin not specified	7.9	10.3	14	25.4	28.2	26.5	24.1	25	2.4			
Same Region	350.3	423.4	532.4	630.7	688	723.3	769.3	799.8	77.3	5.6	4	3.5
Other regions	77.6	95.7	130.3	151	175.6	194.2	201.6	210.4	20.3	3.8	4.4	4.9

The top ten International Tourism Expenditures can be seen in the following table:

Table 2.4 International Tourism Expenditure (UNWTO 2013)

Rank	International Tourism Expenditure (US$ Billions)	
	2011	2012
1 China	72.6	102
2 Germany	85.9	83.8
3 United States	78.2	83.5
4 United Kingdom	51	52.3
5 Russian Federation	32.9	42.8
6 France	44.1	37.2
7 Canada	33.3	35.1
8 Japan	27.2	27.9
9 Australia	26.7	27.6
10 Italy	28.7	26.4

2.3 World Tourism Organization; Tourism Towards 2030

UNWTO has started to work on a giant project about forecasting the Tourism till 2030. It considers social, economical, technological, political and environmental

factors that will definitely influence the future of tourism industry. It is forecasted that the growth rate of tourist arrivals will be yearly 3.3% during this time (from 2010 till 2030). It is estimated that the number of arrivals yearly reaches 43 million and will be around 1.4 billion in year 2020 and around 1.8 billion in 2030. The speed of growth in Asia, Eastern Mediterranean Europe, Middle East, Latin America, Eastern and Central Europe and also Africa is going to be double comparing to advanced countries. It is expected that Asia Pacific will have the highest growth rate and Africa and Middle East will follow Asia Pacific. On the other hand Europe and America will face a decrease in number of arrivals because the higher growth rates in other regions such as North America and North Europe.

2.4 Tourism in Iran

Iran, which is named as Islamic Republic of Iran is the biggest developing country in Middle East (Sari & Soytas, 2007). It has the area of 1.65 km^2 (Zamani-Farahani & Musa, 2008) and the population of around 70 million. The history of this country goes to 7000 years ago and was known as Persia till 1935. Iran has a very rich heritage; in UNESCO 2012, 13 sites have been registered (UNESCO, 2012). The old religion Zoroastrian comes from Iran and because of the promotion of Islam there are lot of Mosques and precious religious places (Zamani-Farahani & Henderson, 2011). The geography of Iran has high variety; from sea to maintains, from desserts to forests which makes it a unique place for visiting (ICHTO, 2012).

Since old times there are some signs of Tourism in Iran but in its modern form it has begun 75 years ago with foundation of "Jalbe-Sayahan Bureau". Ecotourism activities such as Skiing, mountain climbing, trekking and visiting beaches were all

attractions in Iran. Many tourists are from neighbor countries and Middle East, South Asia and Central Asia (Bureau of Statistics, 2011).

One of the positive aspects of tourism industry in Iran is the presence of ancient culture of Islam. Besides the low travelling costs make this place an attractive country to visit (Butler et al. 2012).

Tourism in Iran suffers from many factors such as restrictions for getting visa, accommodation problems, transportation and also weaknesses in marketing (EIU, 2008; Euromonitor, 2011). War with Iraq and then the nuclear activities had negative influences on the image of Iran (EIU, 2012).

As mentioned above Tourism faces lots of marketing challenges that makes the country to be called as a "difficult area" (Buckley & Witt, 1985).There are many problems for Tourism in Iran. One of them is the weak promotion of this industry to the other countries, especially western countries. The other factor is that Tourism in Iran cannot be imagined without interfering of fundamentalist imperatives (Butler et al. 2012).

One of the positive aspects of tourism in Iran is its beautiful Landscapes (Aitchison et al., 2000). There is also a huge diversity in Iran's ethnic and topographical. Lots of multinationals live in this country, in a way that people from different ethnics live there together but in culturally organized mixture (Curatola & Scarcia, 2004).

Many cultural sources for this industry are from Safavieh dynasty (from 1501 till 1722) which is for 500 years ago. In this period the architecture in Iran improved a

lot. But after the Islamic Revolution in Iran this industry faced many changes. These changes caused lots of concern due to protecting and promoting this old heritage (Ashworth, 2008).

Unfortunately many heritages that belong to the pre Islam have not been well maintained after the Islamic Revolution. For instance places like Persepolis were in danger and could be destroyed just because they were not an Islamic heritage (Sciolino, 2000).

Currently the culture and Islam are mixed together in Iran and there isn't any separate ministry just for Tourism alone and government has a direct influence on the organizations (WTO, 2006). In 2005 departments of "Ministry of Culture, Iran Touring and Tourism Organization" and the "Iran Cultural Heritage Organization" mixed together and became "Iran Cultural Heritage and Tourism Organization". Later the handicraft joined them and the new ministry is called "Iran Cultural Heritage, Handicrafts and Tourism Organization" (WTO, 2006).

The importance of this industry is clear for the government since the revenue of Tourism can decrease the high dependency of Iran's economy on oil incomes. This responsibility is now the duty of ICHTO which is established in 2007. It attempts to make a huge improvement in number of arrivals and targeted 20 million arrivals in 2025 (Faghri, 2007) .In 2005 a budget of 85 million USD has been allocated for achieving this goal (Ghaderi & Henderson, 2012).

The number of international Tourists in Iran is very low and can be compared to the number of inbound Tourism in other countries. And many of these tourists are

Iranians which do not live in Iran and come back there to visit their family members or friends in holidays or they are business tourists (Butler et al. 2012).

It is interesting to know that international tourists in Iran are well educated (Iran Tours and Tourism Organization, 2002). The foreign tourists indeed face many problems in Iran for instance communication language and understanding issues. Although there are many problems but many of the tourists decide to visit Iran for more than one time. For European it is easier to revisit Iran as a result of the available structured tours which reduce the communication problems.

Despite of the essential role of tourism in replacing the income from oil, Tourism attracts a little attention of government and there are still many weaknesses in the tourism industry in Iran (O'Gorman, Baum & McLellan, 2007).

Iran has a very high potential for attracting tourists especially European tourists, but some changes are required. It can be seen that how Turkey made such a huge improvement in its tourism industry, which could be done by Iran as well (Butler et al. 2012).

A point that requires serious consideration is to utilize domestic tourism in Iran. The expansion of domestic tourism will help Iran to keep billions which spends outside of the country. This can be very helpful for Iran when the economy is facing hard time with foreign currencies (Gladstone, 2012; Alipouret al., 2013).

The basis of Muslim countries is Islam; in public and even in their private life. Islam law in these countries such as Iran influences everything and all the behaviors should

be based on it. Travel is not an exception, though is affected by Islam in Iran. Islam influences the performance of Tourism organizations, policy making and even host and guest issues (Zamani-Farahani & Henderson, 2010).

Rules of Islam must be followed in details. Many acts are forbidden in public for instance shaking hands or having physical contact with opposite sex, booking a hotel room with a person with whom you are not married, eating food in public in Ramadan, gambling, eating pork and the meats which are not halal. Moreover selling or drinking alcohol and wearing dresses which has been defined as inappropriate are forbidden (Deng et al., 1994). In many places the woman and men may be separated, for example in restaurant of the university.

It seems that these regulations makes it very hard for tourist to travel to Islamic countries such as Iran compare to western countries, but on the other hand there are many rules for hospitality and greeting guests in Islam which may not be ruled in western nations (Zamani-Farahani & Henderson, 2010).

Due to the weaknesses in marketing and promoting Iran attractions, Iran is still unknown for tourists. Iran is all over the news, but mainly for its nuclear program and similar themes which broadcast a negative image from Iran (Zamani-Farahani & Henderson, 2010).

The other important issue is the recruitment of staffs in this industry, which should be based on the education, knowledge and experience. But often in the governmental organization these factors are not considered and usually the loyalty of the employee to Islam will be measured. So it possible that people who are not competence for a

specific job will be hired for that position. Additionally, gender plays a very relevant role, too. In some cases more qualified women cannot get a job just because of their gender and the men have more support from the government (Sonmez, 2001). All of the above mentioned points could prevent tourism industry in Iran to grow.

2.4.1 Iran International Tourism

Based on UNWTO Tourism Highlights edition 2013 the number of international Tourist arrivals for Iran in year 2010 and 2011 was 2,938,000 and 3,354,000 respectively. The change in number of arrivals was 38.8% in 2009/2010 and 14.2% in year 2010/2011. The international Tourism receipt in year 2010 for Iran was 2,438 US$ million and in year 2011 was 2,381 US$ million.

2.4.2 Hotel Industry

As mentioned above, in today's economy tourism plays a very important role. This industry has of course many infrastructures and service Organizations. The most relevant one is definitely hotel industry and hospitality. Therefore keeping the customers satisfied and controlling the quality of the service is very important.

Hospitality is a very sensitive industry. The Organizations attempt to steadily fulfill the need of customers and make them feel comfortable in the best way possible. The organizations cannot last without the satisfaction of their customers (King, 1995).

To be successful the organizations attempt to reach the international tourism standards such as National Quality Award, British Standards Institute, the Malcolm Baldrige, and the European Quality Award (Narangajavana, 2007).

In Iran Hotels also play a very crucial role in Tourism (especially in old and historical places such as Esfahan and Shiraz) and are definitely very important for the

economy of the country (Shahin, 2010). Because this study was conducted in Tehran the hotels in this city were the target.

At the time of conducting this study the number of 5 star hotels were 5, the number of 4 star hotels were 12 and the number of 3 star hotels were 25 in Tehran. This data is based on Tehran Province Hotels and apartment Hotels associations in 2013.

2.4.2.1 Travel Agencies in Iran

There are three types of travel agencies in Iran. Type A is the agencies, which are under direct supervision of ICAO (Iran Civil Aviation Organization). Their main duty is selling the domestic and international airline tickets. It is important to mention that these agencies are not allowed to offer Tours and they even cannot sell the tours of other agencies. They can also be a member of IATA.

Type B is under the direct supervision of Iran Cultural Heritage and Tourism Organization. They duties are offering domestic and international tours, hotel reservation, getting visa and all the task related to Tourism. It is good to mension that these agencies cannot organize and offer tours to Saudi Arabia (Hajj), Syria and Iraq.

Type P is under the direct supervision of Hajj and Pilgrimage Organization. They can just have the pilgrimage tours and any other kind and type of tours are forbidden for them.

The number of type A agencies are approximately 53 based on the Association of travel and Tourists agencies of Tehran in 2013. In addition, there are about 139 type B agencies and there are few numbers of agencies with only type P license.

The number of agencies, which have both type A and B license are approximately 216 and the number of agencies, which have the license for all types of A, B and P are about 462 in Tehran.

Chapter 3

LITERATURE REVIEW

3.1 Employee Involvement Climate

The theoretical framework of this study is based on the Job Demands-Resource Model. The Job Demands-Resource Model (JD-R model) provided by (Bakker & Demerouti, 2008), will best show the crucial role of work engagement in performance outcomes. According to the JD-R model job resources and personal resources can predict the work engagement of employees both individually and mixed (Bakker & Demerouti, 2008).

Employee Involvement Climate is the factor through which the employees get extremely involved with their job. This factor has four aspects such as giving the staff information they need, power, enough training and also reward (Mathe & Slevitch, 2013). In the study of Lawler et al. (1995) these dimensions has been shown through PIRK framework; high-involvement processes encompass workplace power (P), information (I), rewards (R) and knowledge (K). In such, he described a climate of high involvement and distinguished it by highly participative decision making, information sharing, training and performance-based rewards. Participative decision making is "the perception among employees that they have control over decisions that affect their work" (Riordan et al., 2005). Information sharing is related to informing the employees about the organization and its goals. Training permits the employees to gain the required knowledge in order to perform efficiently. Finally,

performance-based rewards are the linkage between the behaviors of the employees and the outcomes of the organization (Riordan et al., 2005).

Consequently, participative decision making and sharing information enables employees to become actively involved in their decision making by the power that they have gained from the organization. Besides, the knowledge helps the employees in making accurate decisions and taking the demanded action that would help them to achieve organizational goals (Riordan et al., 2005).

As a result, in order to have a good involvement climate in the organization, the employees have to recognize that they are able to make decisions in their work environment and they should also be certain that critical information of the organization is shared with them. To conclude, the organization should have specific training for their employees, as well as a rewarding system.

3.2 Team Reflexivity

It is well known that one of the fundamental purposes for having a team in the organization is to have a group of employees that work more efficiently in reaching organizational goals (West, 2010). Teams have two different functions in the organization: one of them is to complete the tasks and the other is related to the social aspects that verify the perceptions of the team as a social unit. These aspects are considered to be factors that continuously evaluate the team with the intention of undertaking successful implementation (West, 2010).

Moreover, team reflexivity is expressed as "the extent to which a team actively reviews its objectives, strategies and team processes, and is prepared to adapt them as necessary to changing circumstances" (Carter & West, 1998). In addition, based on

the above-mentioned definition of team reflexivity, this variable is divided into two dimensions: task reflexivity and social reflexivity (West, 2010). However, the involvement of the team in the task activities and the mental health and viability of the team are related to the extent to which the team shows task reflexivity. A team that has high social reflexivity is expressed as a full-functioning team, which results in having high task effectiveness, superior mental health and long-term viability (West, 2010).

As a result the organizations have to struggle in order to have high task reflexivity in addition to high social reflexivity, since each member in the organization who is part of fully functioning teams highly satisfied with the support of the team. The organization could then be more ensured that the team will achieve its goals.

3.3 Leader Member Exchange

The area of leadership includes researches on the characteristics of a leader or leader behavior (Graen & Uhl-Bien, 1995). Research in the field of Leader Member Exchange (LMX) is an example of a "relationship-based approach to leadership" (Graen & Uhl-Bien, 1995, p. 225) and therefore belongs to the relationship domain. Fundamentally, the idea of LMX is that effective leadership processes will happen when leaders and followers develop mature leadership relationships; in such, these relationships can have a lot of beneficial consequences (Graen & Uhl-Bien, 1995). According to LMX theory, a leader develops a relationship with each individual employee (Lunenburg, 2010). As, Lunenburg (2010) has indicated, each of these relationships can have a different quality, ranging from poor interpersonal relationships to open and trusting relationships. Employees keeping a good relationship with their leader are said to belong to the leader's in-group (Lunenburg,

2010). These employees benefit a lot from their relationships by being involved in decision making and obtaining more responsibilities (Lunenburg, 2010). In-group employees repay this trust by putting a lot of time and effort in their work and committing to the organization's success (Lunenburg, 2010). Employees in the out-group, however, have a poor relationship with their leader (Lunenburg, 2010). These employees are "supervised within the narrow limits of their formal employment contract" (Lunenburg, 2010, p. 2). This, however, results in employees not doing more than they have to, based on their employment contract (Lunenburg, 2010). Because higher quality LMX relationships have a variety of positive outcomes for leaders, followers, work units and the organization as a whole (Graen & Uhl-Bien, 1995), an organization should support their leaders in building as many in-group relationships as possible.

In addition, according to Liden & Maslyn (1998), LMX is a multidimensional concept consisting of affect, loyalty, contribution and professional respect. Affect is characterized as "the mutual affection members of the dyad have for each other based primarily on interpersonal attraction, rather than work or professional values" (Liden & Maslyn, 1998, p. 50). This desire may, for example, result in friendship (Liden & Maslyn, 1998). Loyalty is characterized as being faithful to each other and expressing public support for the goals and character of the other member of the LMX dyad (Liden & Maslyn, 1998). Contribution is defined as the "perception of the current level of work-oriented activity each member puts forth toward the mutual goals (explicit or implicit) of the dyad" (Liden & Maslyn, 1998, p. 50).

Finally, professional respect refers to "the perception of the degree to which each member of the dyad has built a reputation, within and/or outside the organization, of

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excelling at his or her line of work" (Liden & Maslyn, 1998, p. 50). Therefore, a good LMX relationship is characterized by mutual affection, loyalty, personal contribution on both sides and professional respect for each other.

3.4 Work Engagement

The concept of work engagement has been widely discussed and it still continues to be significant in the literature. Thus, work engagement is defined as ''a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption'' (Schaufeli et al., 2002, p. 74). Vigor, as the first dimension of work engagement, has been described as "high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties (Schaufeli et al., 2006, p. 702). As for the other two dimensions of work engagement, (Schaufeli et al. 2006, p. 702) designated them as such: "dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work."That is, when employees are aware of their abilities to accomplish their duties, they feel more attached to their job, displaying enthusiasm and high spirit. According to the literature, the job performance of engaged employees is higher than that of non-engaged employees, as they "have high levels of energy and are enthusiastic about their work"; plus they "create their own job and personal resources and transfer their engagement to others" (Bakker & Demerouti, 2008, p. 210; p. 215).

Employees' work engagement has been generally described as a constructive concept "because of their positive attitude and activity level, engaged employees create their

own positive feedback, in terms of appreciation, recognition, and success" (Bakker et al., 2011, p. 5).Employees feel highly motivated when they successfully accomplish their duties at work, which increases their work engagement, as well (Hackman & Oldham, 1980).

Due to the broad connections that have been pointed out between employees and work engagement, previous studies have connected this approach to organizational commitment, extra-role behavior and employees' inclination to hold onto their jobs for a longer period of time (Bakker et al., 2011).

In literature, the terms 'work engagement' and 'employee engagement' are often used conversely (Schaufeli & Bakker, 2010). Work engagement; however, is a more narrow term referring to the relationship of an employee with his or her work (Schaufeli & Bakker, 2010). In comparison, employee engagement can also entail the relationship of the employee with the organization (Schaufeli & Bakker, 2010). In this paper, the term 'work engagement' is used, as only the employee-work relationship will be researched.

3.5 Productivity

Chargeability is very significant, especially for the organization's service settings. For this reason, improving it is crucial to achieving a hotel organization's objectives, as well its effectiveness and efficiency (Kilic & Okumus, 2005).In the service setting and hotel context, this concept is more often referred to productivity (employee productivity), which can be defined as the amount of output per unit of input. However, productivity can be measured in more than one way. In a factory, productivity can, for example, be measured based on production hours for a certain

good. Within the consulting company, productivity is indicated by the chargeability of an employee. Besides, chargeability at the consulting company is defined as the percentage of standard working hours an employee has been working on a chargeable client project within a particular time period. In such, the client is charged for the hours the employee is working on a client project. These hours are, therefore, named chargeable hours. The chargeability of an employee is calculated by dividing the chargeable hours by the hours an employee was available in the given time period.

Chargeability also includes chargeable overtime hours, which have a positive impact on chargeability. Non-chargeable overtime hours do not have any effect on chargeability, as these hours are not part of the standard available hours of an employee. However, chargeability is negatively influenced by training hours because these training hours are part of the standard available hours but cannot be spent on a client's project. Absences like vacations, leave or absence due to illness, on the other hand, do not affect an employee's chargeability, as these hours are deducted from the standard available hours.

According to Brown and Dev (1999), Productivity in hotels is viewed as the ratio of a hotel's outputs to its inputs, thereby measuring the efficiency with which a hotel's managers employ its resources. Some researchers have tried to define the productivity of different activities in a hotel by giving examples of some of them, such as: type and class of hotel, range of services offered, training and wage levels, etc., to define and measure the productivity (Witt & Witt, 1989).

However, since chargeability is calculated for every employee and for every team, this paper focuses on the chargeability of teams. The chargeability of teams is calculated twice a month, with every month being divided into two time periods of 80 hours. For each time period, a chargeability target is set. This target varies for each team, as the chargeability is dependent on the amount of different levels of people within the team. As every level has a different target, at the end of every time period, the actual chargeability (also called PTD, period to date, chargeability) is compared to the team's target. If the target could not be reached the reason is checked in detail, and it is ascertained what must be changed in order to reach the target. At the end of the fiscal year, a year to date (YTD) target needs to be reached. This is the total amount of all PTD chargeability figures.

3.6 Extra-role Performance

Extra-role customer service is explained by Van Dyne et al. (1998) as the employee behaviors that have not been identified in the work descriptions of employees and are not part of the rewarding system of the organization. In such, there are many scholars that have concentrated on the extra-role behaviors of employees. Maxham III (2003) indicated extra-role behavior in the service setting. George et al. (1990) focused on the critical role of the behaviors that are performed by employees in order to delight the customers and increase the satisfaction level of the customers. Bettencourt et al. (1997) pointed out the importance of employees offering better services than their competitors by providing extra-role customer services that lead to customer satisfaction, higher service quality and more positive word-of-mouth. Nevertheless, there are limited studies that have focused on extra-role customer service from the customer perspective (Moliner et al., 2008; Payne et al., 2006). It is emphasized that if the employees go beyond their duties in serving the customers in the organization,

they are recognized to have a high level of extra-role customer services (Bettencourt et al., 1997; MaxhamIIIet al., 2003; Ackfeldt et al., 2006).

Chapter 4

RESEARCH HYPOTHESES

4.1 Conceptual Model Development

Based on the literature review of this study the following figure (Figure 4.1) shows the conceptual model and also the hypotheses. The Employee Involvement Climate, Leader Member Exchange and Team Reflexivity are determined as the selected Antecedents of Work Engagement and Productivity and Extra-role Performances are determined as outcomes of Work Engagement. The direct and indirect relationships between antecedents and outcomes of Work Engagement will be studied. As it can be seen at the middle of the model, the mediating role of Work Engagement will also be investigated.
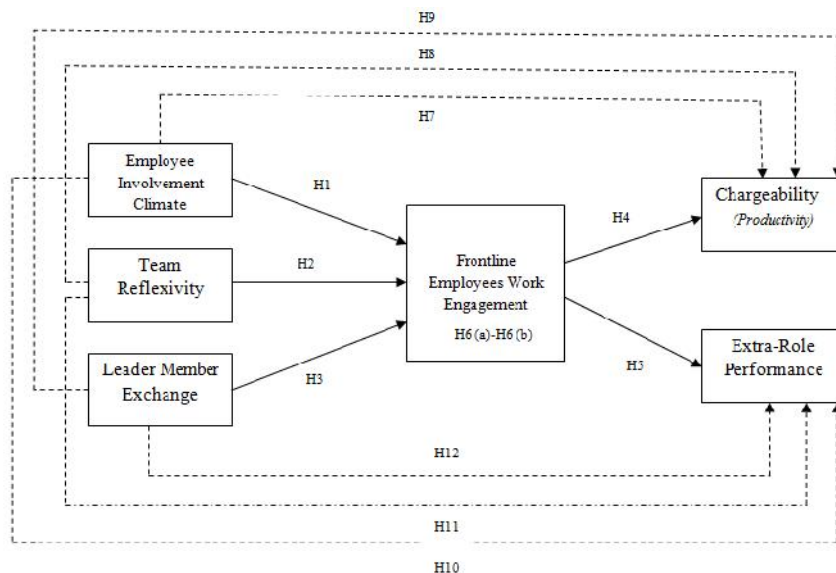
Figure 4.1 Conceptual Model

4.1 Employee Involvement Climate and Work Engagement

There are limited studies that focused on the employee involvement climate. However Mathe et al. (2013) confirmed the association of employee involvement climate and customer's perception of service quality. Additionally, Richardson et al. (2005) came up with a negative association between employee involvement climate and absenteeism, whereas they found a positive association with organizational citizenship behavior. On the other hand there have been no studies that focused on the relationship between employee involvement climate and work engagement.

If the organizations have a fine employee involvement climate then the employees would participate in the decision making processes. This would require information, training and rewards in order to actively get involved in the decision making processes, which will enable the employees to be highly involved in the organization. As a result the engagement of the employees to their work would increase; hence this would be possible if the employees feel that their works are valued by their organization. Moreover the essential circumstances are that employees would have higher performances if they gain knowledge and skills they need through information sharing and training. In addition the rewarding system would also give the feeling of being valued by the organization for the employees, that would give them energy and it would result in more dedication and engagement to their work. Consequently it would be hypothesized that:

H1: An Employee Involvement Climate has a positive relationship with Work Engagement.

4.2 Team Reflexivity and Work Engagement

Team reflexivity is one of the research areas that have not been studied much by the scholars. Besides the relationship between team reflexivity and work engagement has not been studied so far. However, some scholars have confirmed the association of team reflexivity and team performance (Carter et al., 1998; Hoegl et al., 2006). Some studies confirmed the positive association of team reflexivity with innovation (Tjosvold et al., 2004), and some studies have worked on the positive association of team reflexivity and performance outcomes (Nederveen et al., 2011).

Consistent with the findings of Tjosvold et al. (2004) reflexivity enhances the teams in getting an insight about their actual workings; in addition it leads to developing new methods in response to challenges. Despite the task related insights, relying on the team work will influence the effect of the members identifying the team as a social unit (West, 2010). Each member in the team and the team as a whole will experience enlightenment about the processes of the team and also the involvement of each team member. In this case the members in the team would be inspired to recognize their contributions in the team and try to be highly involved in their work. Having a successful team work that results from the efforts of the team as well as the contribution of each individual the members will become highly involved and engaged to their work. The team will also engage itself more to the aims of their team work. In addition the indication of the social team aspects will make the team members realize the amount of social support that they get from each other that enhances work engagement. Hence it is hypothesized that:

H2: Team Reflexivity has a positive relationship with Work Engagement.

4.3 Leader Member Exchange and Work Engagement

The area of leadership includes researches on the characteristics of a leader or leader behavior (Graen & Uhl-Bien, 1995). Research in the field of Leader Member Exchange (LMX) is an example of a "relationship-based approach to leadership" (Graen & Uhl-Bien, 1995, p. 225) and therefore belongs to the relationship domain. Fundamentally, the idea of LMX is that effective leadership processes will happen when leaders and followers develop mature leadership relationships; in such, these relationships can have a lot of beneficial consequences (Graen & Uhl-Bien, 1995).

According to LMX theory, a leader develops a relationship with each individual employee (Lunenburg, 2010). As, Lunenburg (2010) has indicated, each of these relationships can have a different quality, ranging from poor interpersonal relationships to open and trusting relationships. Employees keeping a good relationship with their leader are said to belong to the leader's in-group (Lunenburg, 2010). These employees benefit a lot from their relationships by being involved in decision making and obtaining more responsibilities (Lunenburg, 2010).

In-group employees repay this trust by putting a lot of time and effort in their work and committing to the organization's success (Lunenburg, 2010). Employees in the out-group, however, have a poor relationship with their leader (Lunenburg, 2010). These employees are "supervised within the narrow limits of their formal employment contract" (Lunenburg, 2010, p. 2). This, however, results in employees not doing more than they have to, based on their employment contract (Lunenburg, 2010). Because higher quality LMX relationships have a variety of positive outcomes for leaders, followers, work units and the organization as a whole (Graen

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& Uhl-Bien, 1995), an organization should support their leaders in building as many in-group relationships as possible.

In addition, according to Liden & Maslyn (1998), LMX is a multidimensional concept consisting of affect, loyalty, contribution and professional respect. Affect is characterized as "the mutual affection members of the dyad have for each other based primarily on interpersonal attraction, rather than work or professional values" (Liden & Maslyn, 1998, p. 50). This desire may, for example, result in friendship (Liden & Maslyn, 1998). Loyalty is characterized as being faithful to each other and expressing public support for the goals and character of the other member of the LMX dyad (Liden & Maslyn, 1998).

Contribution is defined as the "perception of the current level of work-oriented activity each member puts forth toward the mutual goals (explicit or implicit) of the dyad" (Liden & Maslyn, 1998, p. 50). Finally, professional respect refers to "the perception of the degree to which each member of the dyad has built a reputation, within and/or outside the organization, of excelling at his or her line of work" (Liden & Maslyn, 1998, p. 50). Therefore, a good LMX relationship is characterized by mutual affection, loyalty, personal contribution on both sides and professional respect for each other. Therefore it is hypothesized that:

H3: Leader Member Exchange has a positive relationship with Work Engagement.

4.4 Work Engagement and Chargeability

Previous literature confirms the relationship between work engagement and objective performance on the departmental or unit level (Demerouti et al., 2010). One study confirmed the relationship between customer ratings of performance (Demerouti et

al., 2010). Other studies worked on the positive association of job satisfaction (as an antecedent of work engagement) and profitability and productivity. Yet, the direct association of work engagement and productivity has not been confirmed by previous studies.

However it could be anticipated that there is a positive association between work engagement and chargeability, which is one of the measures of productivity. The engagement of employee to their work will result in employees that are motivated to work harder and have more energy which will lead to becoming more productive. In addition the employee would spend more time working for the organization, which means more chargeable hours have been spend by the employee in the organization. Accordingly it is hypothesized that:

H4: Work Engagement has a positive relationship with Productivity.

4.5 Work Engagement and Extra-role Performance

Extra-role customer services are the flexible behaviors that are extended beyond the requirements of the work of employees who are in direct touch with the customers in the organization (Bettencourt & Brown, 1997). In other words, the motivated employees who are highly involved in their work go beyond the expectation of their work and may present valuable performances in the process of delivering service to the customers. Some scholars have focused on the association of work engagement and extra-role customer service (Moliner et al., 2008). In addition some scholars have focused on the frontline hotel employees (Karatepe, 2011, 2012; Karatepe & Ngeche, 2012). Hence it is hypothesized that:

H5: Work Engagement has a positive relationship with Extra-role Performance.

4.6 The Mediating Role of Work Engagement

Based on the explanations above it is assumed that the work commitment and Work Engagement can play a crucial role in a group. According to this model it can play a mediating role between the Antecedents (Team Reflexivity, Extra-role Performance and Leader Member Exchange) and outcomes (Productivity and Extra-role Performance) of Work Engagement. Therefore the following hypothesis is assumed:

H6: Work Engagement is a full mediator between Antecedents of Work Engagement (Employee Involvement Climate, Leader Member Exchange and Team Reflexivity) and (a) Productivity and (b) Extra-role Performance.

4.7 Antecedents of Work Engagement and Productivity

Antecedents of Work Engagement in this conceptual model consist of Employee Involvement Climate, Leader Member Exchange and Team Reflexivity. As mentioned in literature review and also in explanation of hypothesis above the positive relations between these antecedents and Productivity can be hypothesized.

Participative decision making and sharing information enables employees to become actively involved in their decision making by the power that they have gained from the organization. Besides, the knowledge helps the employees in making accurate decisions and taking the demanded action that would help them to achieve organizational goals (Riordan et al., 2005).

As a result, in order to have a good involvement climate in the organization, the employees have to recognize that they are able to make decisions in their work environment and they should also be certain that critical information of the organization is shared with them. To conclude, the organization should have specific

training for their employees, as well as a rewarding system. Therefore following hypothesis is suggested:

H7: Employee Involvement Climate has a positive relationship with Productivity.

In the case of TRF the process would be similar. When the team has flexibility in facing different situations the problems can be solved sooner and in a more efficient way. There will be no wasting of time and energy for the employees which is expected to increase the Productivity in the work place. Also when the team reviews the plans and approaches of the work, the mistakes will be recognized and solved. By following this approach the same problem will not happen again which will definitely enhance the Chargeability (Productivity) of a team. Therefore following hypothesis is assumed:

H8: Team Reflexivity has a positive relationship with Productivity.

The last factor among selected Antecedents of Work Engagement in this conceptual model is Leader Member Exchange. When the relationship between supervisor and employee strong is the result is very positive. When the employee learns lots of things from his supervisor, respect him, wants to do things beyond his job description, the better performance of the employee is expected. It is assumed that the better performance will increase the Productivity. Therefore following hypothesis is assumed:

H9: Leader Member Exchange has a positive relationship with Productivity.

4.8 Antecedents of Work Engagement and Extra-role Performance

Extra- role performance happens when the employees are satisfied with their jobs. As mentioned above when there is an Employee Involvement Climate, Leader Member

Exchange and Team Reflexivity in an organization, it can be expected that the employees become more enthusiastic and ready to do the tasks which are beyond their job description. Therefore following hypotheses are assumed:

H10: Employee Involvement Climate has a positive relationship with Extra-role Performance.

H11: Team Reflexivity has a positive relationship with Extra-role Performance.

H12: Leader Member Exchange has a positive relationship with Extra-role Performance.

Chapter 5

RESEARCH METHODOLOGY

In this chapter the methods which were used for gathering the data, analysis method and data collection will be explained. The data was analyzed with SPSS 21. Then a factor analysis was conducted to be certain and confident that all calculations have an enough and sufficient validity. In addition to factor analysis, a reliability analysis was also conducted.

In next step descriptive statistics were conducted. Moreover to understand how the variables are linked to each other a correlation analysis was conducted. And the result of above mentioned analysis was confirmed through CFA and the Path analysis table was measured with Amos 8.0 program. Finally a hierarchical regression analysis was conducted to examine the hypotheses.

5.1 Setting and Sample

Data was collected from full-time frontline employees of 12 three star, 4 five star and 7 four star hotels in Tehran. The frontline employees of these hotels agreed to contribute in this study.

At the time of conducting this study the number of 5 star hotels were 5, the number of 4 star hotels were 12 and 3 star hotels were 25 in Tehran. This data is based on Tehran Province Hotels and apartment Hotels associations in 2013.

The data was gathered through "Convenience sampling" method. A statistical method of drawing representative data by selecting people because of the ease of their volunteering or selecting units and their availability or easy access. The advantages of this type of sampling are the availability and the quickness with which data can be gathered.

In this study all the employees, who filled the questionnaire were just frontline employees from the sectors that have direct contact to customers such as: Food and beverage servers, Reservations agents, Guest relations representatives and Front desk agents. The questionnaires were distributed between the frontline employees, while the permission of conducting this survey had been gotten from the managers of the hotels. Out of 500 questionnaires, 423 questionnaires have been filled out; therefore the response rate is 84.6%. The employees have been guaranteed that their data and information would keep totally private and confidential.

In Table 5.5, Demographic table shows the following data; 59 % of the respondents which is 248, were male and from this number the majority were between the ages of 28-37, which is 40% of the total number. 234 of the employees had undergraduate degree with 53% while 28% were graduated from professional schools that were 120. 42% of the respondents worked between 1 to 2 years which were 178 and 226 of them were married with 54%. 51 frontline employees with 12% were from reservations agents, 14% front desk agent, which is 59 employees and 25 % (106) from guest relation representative and 207 of the employees, were from food and beverage section which was 49%.

Table 5.5 Demographic breakdown of the sample (n = 423).

	FREQUENCY	%
AGE		
18-27	165	39.0
28-37	173	40.9
38-47	71	16.8
48-57	14	3.3
TOTAL	423	100.0
GENDER		
MALE	248	58.6
FEMALE	175	41.4
TOTAL	423	100.0
EDUCATION		
PRIMARY SCHOOL	2	.5
SECONDARY SCHOOL	55	13.0
VOCATIONAL SCHOOL	120	28.4
UNDERGRADUATE SCHOOL	234	55.3
GRADUATE /DOCTOR	10	2.4
TOTAL	423	100.0
ORGANIZATIONAL TENURE		
LESS THAN 1	45	10.6
1-5	178	42.1
6-10	86	20.3
11-15	58	13.7
16-20	44	10.4
21 AND ABOVE	12	2.8
TOTAL	423	100.0
MARITUAL STATUS		
SINGLE OR DIVORCED	197	46.6
MARRIED	226	53.4
TOTAL	423	100.0
NUMBER OF STAR		
3 star	143	33.8
4 star	140	33.1
5 star	140	33.1
TOTAL	423	100.0
DEPARTMENT		
RESERVATION AGENTS	51	12.1
FRONT DESK AGENTS	59	13.9
GUEST RELATION REPRESENTATIVE	106	25.1
FOOD AND BEVERAGE SERVERS	207	48.9
TOTAL	423	100.0

5.2 Measures

The questionnaire consists of a total of 44 questions so it covers the related data for the conceptual model of this study. Like conceptual model the correlations between Team Reflexivity (TRF), Employee Involvement Climate (EIC) and Leader Member Exchange (LMX) with Work Engagement (WEG) and Chargeability (CHR) and Extra-Role Performances (ERP) will be examined.

The questionnaire was prepared in English first but because it should have been completed in Hotels in Tehran, the Farsi version was also prepared to make the process easier in Iran. A pilot test of 20 was also made before starting the main

survey. The result of the pilot test shows that there are no wording or format problems in the questionnaire. The questionnaire consists of questions related to the factors of the conceptual model.

For the Employee Involvement Climate 8 questions were chosen from Riordan, Vandenberg & Richardson (2005). An example from these eight questions is: "Company goals and objectives are clearly communicated to employees".

For the Leader Member Exchange 4 questions were chosen from Liden and Maslyn (1998). An instance for that is: "My supervisor would come to my defense if I were "attacked" by others". For the factor Team Reflexivity the questions were chosen from Carter & West (1998). "When things at work are stressful, we pull together as a team.", for instance. The Work Engagement of the employees was assessed using seventeen factors from (UWES) Utrecht Work Engagement Scale. This scale has a strong internal regularity and stability and excellent test-retest reliability by Bakker and Salanova (2006). An instance for that is: "I am proud on the work that I do". Extra-role Performance is measures with the factors from Brown (1997). For instance: "I help customers with problems beyond what is expected or required".

From Okumus and Kilic (2005) 5 factors were selected for Productivity; a sample question from that is for example how much the staff find "Staff recruitment" as an effective factor in Productivity. The frontline employees were asked to signify their belief on each question on a five-point Likert type scale: 1 = strongly agree to 5 = strongly disagree. The last sections are about the information about their age, gender, tenure, education, the section in which they are working and also the stars of the hotel. These can be important variables for analyzing the conceptual model.

The data was analyzed with SPSS 21. Then a factor analysis was conducted to be certain and confident that all calculations have enough and sufficient validity. In addition, a reliability analysis was conducted. Based on these two methods of analyses some factors were deleted from the rest of analysis to increase the validity and reliability of the measurements.

After that, descriptive statistics were conducted. Additionally, a correlation analysis was conducted to find out how the variables correlate to each other. And the result of above mentioned analysis was confirmed through CFA and the Path analysis table was measured with Amos 8.0 program. Finally a hierarchical regression analysis was conducted to examine the different hypotheses.

5.3 Psychometric Properties

In this part the psychometric properties are calculated with the use of exploratory factor analysis, reliability coefficient and confirmatory factor analysis. Based on these methods the discriminant, dimensioning and convergent validity of the scales were measured.

Factor loading is calculated to compute the reliability of each factor. In the following Exploratory Factor Analysis Results (Table 5.6), the factors which had the factor loading more than 0.5 can be seen. The question which had the factor loading less than 0.5 had been omitted from the list of the factors. This is suggested by Fornel & Larcker (1981).

Several factors were deleted based on these criteria. They have the factor loadings less than 0.5 (Fornel & Larcker, 1981). These questions are from different parts. 4 factors have been deleted from Employee Involvement Climate based on their factor

loading; I have had sufficient/adequate job-related training, I have enough freedom over how I do my job, There is a strong link between how well I perform my job and the likelihood of receiving high performance appraisal ratings, I have enough input in deciding how to accomplish my work.

4 questions have been deleted from Work Engagement; When I get up in the morning, I feel like going to work, To me, my job is challenging, At my work I always persevere, even when things do not go well, At my work, I feel bursting with energy and 1 question from Team Reflexivity Conflict tends to linger in this team. One factor also has been deleted from Leader Member Exchange; I do work for my supervisor that goes beyond what is specified in my job description and one question from Extra-role Performance; I willingly go out of my way to make a customer satisfied

Also the reliability coefficients were measured for each model variable. The reliability coefficients are between 0.74 and 0.96 for this study variable. In general, these findings show that every coefficient goes beyond the cut-off value (>0.70) as suggested by Nunnally (1978).

This result shows that factors of the conceptual model are separate from each other and this result acknowledges the discriminant validity.

Table 5.6 Exploratory Factor Analysis Results

Scale Factors	Loadings	Eigenvalue	% of variance	Alpha
		13.3	*40.4*	*0.96*
Work Engagement				
I am immersed in my work	0.81			
When I am working, I forget everything	0.81			
I am proud on the work that I do	0.79			
I am enthusiastic about my job	0.75			
I find the work that I do full of	0.75			
Time flies when I am working.	0.75			
I get carried away when	0.7			
It is difficult to detach myself	0.67			
I feel happy when I am working	0.62			
My job inspires me.	0.56			
At my job I feel strong	0.54			
I can continue working for very long period	0.54			
At my job, I am very resilient	0.53			
Team Reflexivity		*3.6*	*11.6*	*0.87*
Team members provide each other This team often reviews its approach	0.72			
When things at work are stressful	0.7			
We regularly discuss whether	0.68			
In this team, we modify our objectives	0.68			
Productivity		*1.94*	*5.9*	*0.81*
Staff training and skills	0.82			
Customer expectations from the service	0.8			
Multi skill training program for staff	0.76			
Staff recruitment program	0.76			
Role of management in relation	0.75			

Table 5.6 (cont.)

Extra-role Performance		*1.611*	*4.87*	*0.91*
I help customers with problems	0.81			
I voluntarily assist customers	0.8			
I often go above and beyond	0.77			
Employee Involvement Climate		*1.2*	*3.67*	0.88
Company policies and procedures	0.76			
Generally I feel this company rewards employees	0.76			
Company goals and objectives are clearly	0.68			
Education and training are integral parts				
Leader Member Exchange		*10.03*	*3.1*	*0.74*
My supervisor would come to my	0.75			
I like my supervisor very much	0.68			
I respect my supervisor's knowledge	0.55			

5.4 Means, Standard Deviation and Correlations of Composite Score of Study Variables

In the following table (Table 5.7) the correlations can be seen. The variables are ranged from Extra-role Performance and Leader Member Exchange (0.535) to Work Engagement and Employee Involvement Climate (0.816). This acknowledges the previously mentioned points. When the involvement of the employees increases therefore enhancement in the Work Engagement is expected. In this table none of the correlation coefficients are equal or more than 0.9 (Tabachnick and Fidell, 1996).

Table 5.7 Correlations

	EICLMAT	TREF	LMWXC	WENG	CHR	ERP	Gender	Age	Education
EICLMAT	1								
TREF	,559**	1							
LMWXC	,623**	,624**	1						
WENG	,816**	,643**	,683**	1					
CHR	,665**	,664**	,705**	,707**	1				
ERP	,626**	,521**	,535**	,730**	,662**	1			
Gender	.030	.003	.031	.012	.032	,116*	1		
Age	-.032	-.001	.041	.011	.006	.033	,145**	1	
Education	-,159**	-,159**	-,205**	-,242**	-,136**	-,284**	-,135**	-.069	1
Tenure	-.085	-.072	-.073	-,111*	-.066	-.030	,130**	,736**	-.036
MaritualS	-,158**	-.075	-.030	-.089	-,100*	-.047	.024	,571**	-.064

Note: ** p< 0.01 level, * p < 0.05 level.

Table 5.8 Means and Standard Deviations

	Mean	Std. Deviation	N
EICLMAT	2.7391	0.92069	423
TREF	2.9456	0.97726	423
LMWXC	3.0579	0.93852	423
WENG	2.8957	1.11166	423
CHR	2.9957	0.84481	423
ERP	2.948	1.23124	423
Gender	1.5863	0.49308	423
Age	1.844	0.81703	423
Education	3.4657	0.76545	423
Tenure	2.7967	1.27174	423
Marital S	1.5343	0.49941	423

As it can be seen from table 5.7, there is a significant positive relationship between gender and Extra-role Performance (0.116). It is completely correct in the case of Iran. Because of the atmosphere at the work place, the men have more power and ability in doing duties comparing to women. So the men have more freedom to do works beyond their job description which leads them and helps them to implement the Extra-role Performances behaviors.

Education has significant negative relationship with the entire factors in the conceptual model; Education and Employee Involvement Climate (-0.159), Education and Team Reflexivity (-0.159), Education and Leader member exchange (-0.205), Education and Work Engagement (-0.242), Education and Chargeability (Productivity) (-0.136), and Education and Extra-Role Performances (-0.284). In the case of Iran because the educated people do not earn enough money they will not be highly motivated to have more engagement, be more productive and engage in Extra-role Performances. They prefer to do their own job instead of working with others.

There is a significant negative relationship between Tenure and Work Engagement (-0.111). Increasing tenure has two consequences. An employee who has higher tenure is naturally older and is more tired compare to other employees with lower tenure, which may lead him/her (the employee with higher Tenure) to less engagement in the workplace. On the other hand, especially in Iran, when the tenure increases, an employee will be sure about his/her job security. The possibility of losing the job with high tenure is very low. This may cause less motivation and incentive in Work Engagement for those employees with higher tenure.

Finally it can be seen that Martial Status has significant negative impact on Employee Involvement Climate and Chargeability (Productivity). When employee is married he is busier than a single employee. They have lots of responsibilities to do for their family, which will cause them to have less energy for being productive.

Chapter 6

RESULTS

6.1 Findings

6.1.1 Reliability and Validity

In the following chapter, Path analysis and the relationships between hypotheses are investigated. The results in table 6.9 reveals that age has a significant positive impact on Work Engagement (=0.2, T-Value=3.0), which means that the older employee engagement with work is more than young employees, who are more willing to do the job on their own and with their own decisions. Often the young employees want to do the work without organizing it with the other people and are expected to have less Work Engagement compared to older employees. Education and Tenure are significantly negative related to Work Engagement (Education: =-0.24, T-Value=-5.2 and Tenure: =-0.22, T-Value=-3.1). This means that the employees with higher education find themselves more independent and feel no engagement required with others. They assume that they can do all duties on their own and their individual work is more effective compare to group work. Similarly with increase in the number of the years that an employee works in an organization, a decline in Work Engagement can be seen. An employee with high tenure counts a lot on his experience compare to others, which will cause less Work Engagement in group work.

As it can be seen from table 6.9, there is a significant positive relation between Employee Involvement Climate (EIC) and Work Engagement (WEG) (=0.79, T-Value=28.40). This results support Hypothesis 1. When the involvement of employees in the work place is high, it is expected that the WEG increases, as well. When the employees realize their relevant role in making the important decisions of the organization, they feel much useful. Consequently, they will be more motivated which makes the staff to be more engaged to their duties. Also when the staffs receive more training, their knowledge regarding to their duties will increase. The employee will exactly know how to do his task because of the enough training which he already got. The employees are also informed about the events that are happening around them so the degree of ambiguity will diminish. As a result the employees especially the frontline employees are assumed to be more willing to be engaged at work place with their coworkers. In this relationship there are three control variables, which have significant impacts. Age is significantly positive related to this relationship (WEG and EIC) with the T-value of 2.95 and equal to 0.125. This means that the increase in age will cause a positive impact in the EIC and its positive relationship with Work Engagement. On the other hand the impact of education (=-0.11, T-Value=-4.03) and tenure (= -0.16, T-Value=-3.0) is negative. When the employees are more educated and have more years of experience, therefore they will need less training and less information sharing. They are in the job for many years and therefore their needs for training and information sharing are less. They are an important part of the job compare to the new comers.

On the other hand Team Reflexivity (TRF) and Work Engagement (WEG) are significantly positive related to each other (=0.25, T-Value=8.26). For Team Reflexivity the same situation will occur. When the team has flexibility in different

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situations therefore they can solve the problems as soon as possible and there will be no wasting of time and energy for the employees. Also when the team reviews the plans and approaches of their duties, all faults will be recognized and will be solved. Therefore the same problems will not occur again and everything in the work place will go on in its best way, which will motivate the employees to work harder in their group.

In this part the age, education and tenure play important roles as control variables. Age has significant positive impact ($=0.10$, T-Value=2.74) and education ($=-0.9$, T-Value=-3.62) and tenure ($=-0.14$, T-Value=-3.73) have negative significant impacts. As the age of the employee increases, they get more conservative and want to do their duties with more precisely. They want to check the process of the job more frequently than the younger employees. When a problem occurs, they are more experienced in decreasing the pressure and can control the situation better. When the employees are more educated or when the years that they have worked for an organization increases, they are less willing to review everything repeatedly. They are very confident and are more willing to count on themselves instead of the other team members. They find the others less experienced and less knowledgeable compare to themselves.

Similarly Leader Member Exchange (LMX) and Work Engagement (WEG) have a positive significant relationship ($=0.17$, T-Value=4.85). When the relation between supervisor and employee is strong, the result is very positive in any aspect of an organization. The strong relationship means, the employee who learn from its supervisor will respect him or her, and wants to do duties beyond its job description, which consequently result in better performance of the employee. The employee will

feel more confident and will try harder to help the group to reach its goals, because he/she feels herself/himself a part of the team and the organization and wants to make her/his supervisor pleased. In this relationship age, education and tenure have significant impacts. Age has positive impact (=0.90, T-Value=2.33), education (=-0.8, T-Value=-3.2) and tenure (=-0.12, T-Value=-3.19) have negative significant impacts. When the age is higher the people are more capable in building good and strong relationships. They know the benefits of a well-built relationship with the supervisor and are aware of the importance of the support of the supervisor. So they will sometimes go even beyond their job descriptions and do extra task for their supervisor. But when the degree of education and the years of the tenure increase the employees are less willing to obey their supervisor. Since they think their education and experience would be enough and they do not need the support of their supervisor, they do the jobs that they themselves believe it is important. Thus, it is expected that they do not do task beyond their job description for their supervisors.

So based on the results H1, H2 and H3 are all supported and between the three factors of antecedents of WEG, EIC has the highest influence on WEG (=0.79, T-Value=28.4). After that TRF has the highest impact on WEG (=0.25, T-Value=8.26) and LMX follows that and has the lowest impact (=0.17, T-Value=4.85). This means that when the employees are more trained, more awarded and are more engaged in the decision makings, it would have a significant impact on the Work Engagement of the organization compare to the other factors.

Table 6.9 Hierarchical Multiple Regression Results between WEG and EIC, TRF and LMX

Hierarchial Multiple Regression Results												
Depenent Variables and strdardized Regession Weights												
				Work Engagement								
Independent Variables	Step1			Step 2			step3			step4		
(I)Control Variables		t-value	sig		t-value	sig		t-value	sig		t-value	sig
Gender	-0.02	-0.4	.655	-.024	-.874	.383	-.019	-.724	.469	-.020	-.805	.421
Age	0.22	3.0	.003	.125	2.955	.003	108	2.748	.006	.090	2.338	.020
Education	-0.24	-5.2	.000	-.113	-4.035	.000	-.094	-3.621	.000	-.052	-3.214	.001
Tenure	0.22	3.1	.002	.168	3.077	.000	.145	3.734	.000	.122	3.198	.001
MaritalS	-0.11	-1.8	.073	.052	1.497	.135	048	1.495	.136	.036	1.131	.259
(II)EIC				.797	28.401	.000	659	21.288	.000	.590	17.732	.000
(III)TR							253	8.265	.000	.187	5.713	.000
(IV)LMX										.171	4.351	.000
F	8.76			56.02			164.94			155.105		
Rsquare at each step	.095			.602			736			.750		
Change in Rsquare	0.00			0.50			0.04			0.01		

Note: Work Engagement (WEG), Employee involvement Climate (EIC), Team Reflexivity (TRF), Leader Member Exchange (LMX)

In the following table (table 6.10) the relationship between Work Engagement (WEG) and Chargeability (Productivity) has been studied. As it can be seen from the table, there are three control variables that have significant impact on Chargeability. To begin with, age has a positive significant impact on Chargeability (=0.152, T-Value=2.04) and education (=0.13, T-Value=2.82) and Marital Status (=0.13, T-Value=2.23) as well. When the employees are older they often have more experience in handling the expectations of the customers. They find the role of manager more important. The employees who are more educated and have higher tenure, have higher knowhow and experience which will lead less mistakes and less wasting of time and therefore the productive hours of work will increase. Work Engagement and Chargeability (Productivity) are significantly positive related to each other (=0.71, T-Value=19.71). Therefore H4 is supported based on this data.

The commitment of the staff with their job will affect the degree of motivation of employees. This motivation will help them to work harder to achieve the goals of the organization and help them also to be more energetic in the work place which leads

to a more productive work place. The employees will have better feeling to their organization and will even work longer for the organization which could lead an increase in the productive hours of the organization.

Table 6.10 Hierarchical Multiple Regression Results between CHR and WEG

Depenent Variables and strdardized Regession Weights						
				Chargeability		
Independent Variables	Step1			Step 2		
(I)Control Variables		t-value	sig		t-value	sig
Gender	.008	.170	.865	.024	.667	.505
Age	.152	2.047	.041	-.005	-.086	.931
Education	-.137	-2.822	.005	.038	1.048	.295
Tenure	-.107	-1.455	.146	.050	.928	.354
MaritualS	-.136	-2.233	.026	-.060	-1.363	.174
WEG				.716	19.717	.000
F	3.520			70.455		
Rsquare at each step	.040			.504		
Change in Rsquare	0.00			0.50		

Note: Chargeability (CHR), Work Engagement (WEG)

The results of table 6.11 reveals that the control variable education has a significant negative impact on Extra-Role Performances (ERP) (=0.-0.27, T-Value=-5, 82). Employees with higher degree of education are less willing to do duties beyond their job description. They see no need for doing extra task since they are specialized in doing their job, and thus doing other works seems meaningless for them.

Table 6.11 also supports H5 which is the relationship between Work Engagement (WEG) and ERP (=0.71, T-Value=20.72). High motivated staffs may perform very well and do precious tasks which will certainly increase the service quality. They are motivated and to reach this goal they will sometime do task beyond their job description to make the customer pleased. In this relationship the control variable

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gender has a positive significant impact (=0.091, T-Value=2.70). In Iran because of the circumstances, the women are not totally free to act in a way that they want. The men have more freedom in their job performances and therefore the number of men who have more ERP is higher. The women are often afraid of the consequences of their actions. Their ERP may be interoperated in a wrong way and as a result they may lose their job. The other variable which has significant impact is education. But this factor is significantly negative related to ERP and WEG (=-0.1, T-Value=-2.94). As mentioned above when an employee has higher degree of education, is less willing to do the jobs beyond its description. He sees no need for to do so because he is specialized in doing his job, therefore doing other works seems meaningless for him. He tries to do the job, which he is responsible for as an expert and nothing more than that.

Work Engagement has a stronger impact on ERP (=0.71, T-Value=20.72) compare to Chargeability (CHR) (=0.71, T-Value=19.71), which shows that the team work will enhance the degree of ERP in an organization and motivates the employees to do extra activities to increase the degree of satisfaction.

Table 6.11 Hierarchical Multiple Regression Results between ERP and WEG

Hierarchial Multiple Regression Results						
Depenent Variables and strdardized Regession Weights						
				Extra-Role Performance		
Independent Variables	Step1			Step 2		
(I)Control Variables		t-value	sig		t-value	sig
Gender	.076	1.585	.114	.091	2.709	.007
Age	.114	1.583	.114	-.042	-.818	.414
Education	-.274	-5.828	.000	-.101	-2.948	.003
Tenure	-.088	-1.228	.220	.068	1.346	.179
MaritualS	-.082	-1.394	.164	-.007	-.162	.871
WEG				.712	20.722	.000
F	8.954			86.698		
Rsquare at each step	.097			.556		
Change in Rsquare	0.00			0.50		

Note: Extra-Role Performance (ERP), Work Engagement (WEG)

H6 (a) and (b) are about the mediating role of Work Engagement. The full and partial mediating role of Work Engagement (WEG) plays a very important role in this study. In our conceptual model there are three antecedents of WEG and two outcomes of WEG. The mediating role of WEG will be investigated in every relationship to understand the type of the mediation as detail as possible.

Based on the suggestions of Baron & Kenny (1986), prior to measuring the mediating role of a variable between two variables, the significant indirect relationship between those variables themselves should be checked first. Because of this all these relationships have been checked as follow.

In the first step H6 (a) and also H7, H8 and H9 will be discussed. In the following table (Table 6.12) this correlation will be investigated: EIC as an Independent

Variable and Chargeability (Productivity) as dependent variable and WEG as mediator. Before studying this relationship the indirect correlation between Employee Involvement Climate (EIC) and Chargeability (CHR) must be investigated first. In the following table (Table 6.12) it can be seen that there is a significant positive relationship between EIC and CHR (= 0.65, T- Value=17.435), which means that H7 is supported with our data. So if the Employee involvement increases in an organization the Productivity will increase, too. When the employees are more trained, when the information sharing system exists as well as participation in decision making, the employees will be more motivated and more productive. Now when we add the WEG to this relationship as a mediator it can be seen that the T-value decreases from 17.435 to 4.22. T-value is still greater than two, which means that WEG here acts as a partial mediator (= 0.25, T- Value=4.22 and R^2 =0.52).

Table 6.12 Hierarchical Multiple Regression Results between dependent variable CHR and independent variables EIC and WEG.

Hierarchial Multiple Regression Results									
Depenent Variables and strdardized Regession Weights									
				Chargeability					
Independent Variables	Step1			Step 2			step3		
(I)Control Variables		t-value	sig		t-value	sig		t-value	sig
Gender	.008	.170	.865	006	.156	.876	.018	.524	.601
Age	.152	2.047	.041	074	1.315	.189	.011	.213	.831
Education	-.137	-2.822	.005	-.029	-.764	.445	.028	.802	.423
Tenure	-.107	-1.455	.146	-.063	-1.132	.258	.021	.390	.697
MartualS	.136	2.233	.026	005	.114	.909	-.032	-.730	.466
(I) EIC				656	17.435	.000	.253	4.228	.000
(II) WEG							.506	3.298	.000
F	3.520			55.727			65.394		
Rsquare at each step	.040			446			.524		
Change in Rsquare	0.00			0.40			0.08		

Note: Chargeability (CHR), Work Engagement (WEG), Employee involvement Climate (EIC)

In the next step H8 will be studied. As it can be seen in the following table (Table 6.13) Team Reflexivity (TRF) and Chargeability (CHR) are indirectly significantly

positive related to each other (= 0.651, T- Value=17.492) which shows that H8 is supported by our data. When teams work together in an organization, check the process all the time and discuss the issues and problem so they will certainly more productive. But when WEG is added to this relationship a change in T-Value is occurred (= 0.253, T- Value=4.228 and R^2 =0.524). The T-Value decreases but it is still greater than two which means that in this relationship WEG acts as a partial mediator again.

Table 6.13 Hierarchical Multiple Regression Results between dependent variable CHR and independent variables TRF and WEG.

Hierarchial Multiple Regression Results									
Deperent Variables and strdardized Regession Weights									
				Chargeability					
Independent Variables	Step1			Step 2			step3		
(I)Control Variables		t-value	sig		t-value	sig		t-value	sig
Gender	.008	.170	.865	.021	.575	.566	.026	.793	428
Age	.152	2.047	.041	.036	1.172	.242	-.001	-.029	977
Education	-.137	-2.822	.005	-.031	-.821	.412	.040	1.205	229
Tenure	-.107	-1.455	.146	-.029	-.521	.603	.042	.854	394
MaritualS	-.136	-2.233	.026	-.075	-1.620	.106	-.051	-1.255	210
(I) TREF				.651	17.492	.000	.356	8.554	000
(II) WEG							.487	11.365	000
F	3.520			56.074			81.320		
Rsquare at each step	.040			.447			.578		
Charge in Rsquare	0.00			0.40			0.13		

Note: Chargeability (CHR), Work Engagement (WEG), Team Reflexivity (TRF)

In the third step our ninth Hypothesis will be measured. So as we see in the following table (Table 6.14) Chargeability (CHR) and Leader Member Exchange (LME) are significantly positive related to each other (= 0.7, T- Value=19.76). So H9 is supported with this data. Here WEG again acts as a partial mediator as by adding it to this correlation T- Value goes down to 9.97. So here we have a partial mediation (= 0.43, T- Value=9.9 and R^2 =0.6).

Table 6.14 Hierarchical Multiple Regression Results between dependent variable CHR and independent variables LMX and WEG.

Hierarchial Multiple Regression Results									
Depenent Variables and strdardized Regession Weights									
					Chargeability				
Independent Variables	Step1			Step 2			step3		
(I)Control Variables		t-value	sig		t-value	sig		t-value	sig
Gender	.003	.170	.865	.006	.181	.857	.016	.513	.608
Age	.152	2.047	.041	.009	.161	.872	-.029	-.592	.554
Education	-.137	-2.822	.005	.005	.130	.897	.054	1.654	.099
Tenure	-.107	-1.455	.146	.039	.734	.464	.075	1.567	.118
MaritualS	-.136	-2.233	.026	-.106	-2.433	.015	-.072	-1.832	.068
(I) LMX				.705	19.760	.000	.426	9.973	.000
(II) WEG							.430	9.919	.000
F	3.520			70.750			88.892		
Rsquare at each step	.040			.505			.600		
Change in Rsquare	0.00			0.50			0.10		

Note: Chargeability (CHR), Work Engagement (WEG), Leader Member Exchange (LMX)

As it is mentioned above H6 (a) is about the Full mediating role of Work Engagement (WEG). But based on the explanations above this Hypothesis is not supported by the finding because here WEG is a partial mediator. This means that between antecedents and Chargeability (CHR), WEG will act as a partial mediator. This shows that the antecedents and the CHR can also indirectly be influential without the mediation of WEG.

In the next step H6 (b) and also H10, H11 and H12 will be discussed. The following table (Table 6.15) shows the indirect correlations between Extra-Role Performances (ERP) and Employee Involvement Climate (EIC). As it can be seen, there is a significant positive relationship between these two, which supports the H10 (= 0.59, T-Value=15.75). So based on this result it can be concluded that when EIC increases the employees are more willing to corporate in Extra-role Performances. Now when WEG acts as mediator here, it causes a decrease in the T-Value. By adding WEG we

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will have $= 0.94$, T- Value=1.62 and $R^2 = 0.55$. We have a decrease in T-value here which means that WEG is a mediator but here T-Value is less than 2, which shows its Full mediating role.

Table 6.15 Hierarchical Multiple Regression Results between dependent variable ERP and independent variables TRF and WEG

Hierarchial Multiple Regression Results									
Depenent Variables and strdardized Regession Weights									
				Extra-role Performance					
Independent Variables	Step1			Step 2			step3		
(I)Control Variables		t-value	sig		t-value	sig		t-value	sig
Gender	.076	1.585	.114	.073	1.940	.053	.089	2.653	.008
Age	.114	1.583	.114	.043	.756	.450	-.036	-.701	.483
Education	-.274	-5.828	.000	-.176	-4.639	.000	-.104	-3.050	.002
Tenure	-.088	-1.228	.220	-.048	-.846	.398	.057	1.127	.261
MaritualS	-.082	-1.394	.164	.037	.778	.437	.004	.087	.931
(I) EIC				.599	15.759	.000	.094	1.625	.105
(II) WEG							.634	10.792	.000
F	8.954			53.280			74.982		
Rsquare at each step	.097			.435			.558		
Change in Rsquare	0.00			0.40			0.10		

Note: Extra-Role Performances (ERP), Work Engagement (WEG), Employee involvement Climate (EIC)

Hypothesis 11 discusses the positive significant indirect correlation between Team Reflexivity (TRF) and Extra-Role Performances (ERP). As the following Table (Table 6.16) shows there is a significant positive relationship between TRF and ERP ($= 0.48$, T- Value=11.753). So this hypothesis is supported by our data, as well. After adding the WEG as a mediator into this correlation, it can be seen that the T-Value decreases again but remains greater than two. This value shows that the Work Engagement (WEG) acts here as a partial mediator. The values are now $= 0.87$, T-Value=2.04 and $R^2 = 0.56$.

Table 6.16 Hierarchical Multiple Regression Results between dependent variable ERP and independent variables TRF and WEG

Hierarchial Multiple Regression Results									
Depenent Variables and strdardized Regession Weights									
				Extra-role Performance					
Independent Variables	Step1			Step 2			step3		
(I)Control Variables		t-value	sig		t-value	sig		t-value	sig
Gender	.076	1.585	.114	.085	2.063	.040	.091	2.737	.006
Age	.114	1.583	.114	.050	.802	.423	-.041	-.805	.421
Education	-.274	-5.828	.000	-.195	-4.719	.000	-.100	-2.943	.003
Tenure	-.088	-1.228	.220	-.030	-.479	.632	.066	1.315	.189
MaritualS	-.082	-1.394	.164	-.037	-.722	.471	-.005	-.110	.913
(I) TRF				.485	11.753	.000	.087	2.049	.041
(II) WEG							.656	14.985	.000
F	8.954			32.937			75.483		
Rsquare at each step	.097			.322			.560		
Change in Rsquare	0.00			0.30			0.20		

Note: Extra-Role Performances (ERP), Work Engagement (WEG), Team Reflexivity (TRF)

The final section is concerning the indirect relationship of Leader Member Exchange (LME) and Extra-Role Performance (ERP). The following table (Table 6.17) shows that there is a significant positive relationship between these two variables (= 0.49, T- Value=11.89), which shows that the last hypothesis (H12) is supported by the data. It is obvious that, when the relation between employees and supervisors is strong, therefore the employees are more motivated to do works beyond their job description. The role of the WEG here is a Full mediator, because there is a decrease in T-value which goes under two (= 0.59, T- Value=1.31 and R^2 =0.55). So it can be concluded that H6 (b) is not supported because WEG acts as partial mediator in the relationship between TRF and ERP.

Table 6.17 Hierarchical Multiple Regression Results between dependent variable CHR and independent variables LME and WEG.

Hierarchial Multiple Regression Results									
Depenent Variables and strdardized Regession Weights									
				Extar-role Performance					
Independent Variables	Step1			Step 2			step3		
(I)Control Variables		t-value	sig		t-value	sig		t-value	sig
Gender	.076	1.585	.114	.074	1.799	.073	.090	2.681	.008
Age	.114	1.583	.114	.013	.213	.831	-.045	-.883	.378
Education	-.274	-5.828	.000	-.175	-4.209	.000	-.098	-2.882	.004
Tenure	-.088	-1.228	.220	.015	.241	.810	.072	1.416	.157
MaritualS	-.082	-1.394	.164	-.062	-1.207	.228	-.008	-.204	.838
(I) LMX				.495	11.892	.000	.059	1.315	.189
(II) WEG							.672	14.732	.000
F	8.954			33.544			74.690		
Rsquare at each step	.097			.326			.557		
Change in Rsquare	0.00			0.30			0.20		

Note: Extra-Role Performance (ERP), Work Engagement (WEG), Leader Member Exchange (LMX)

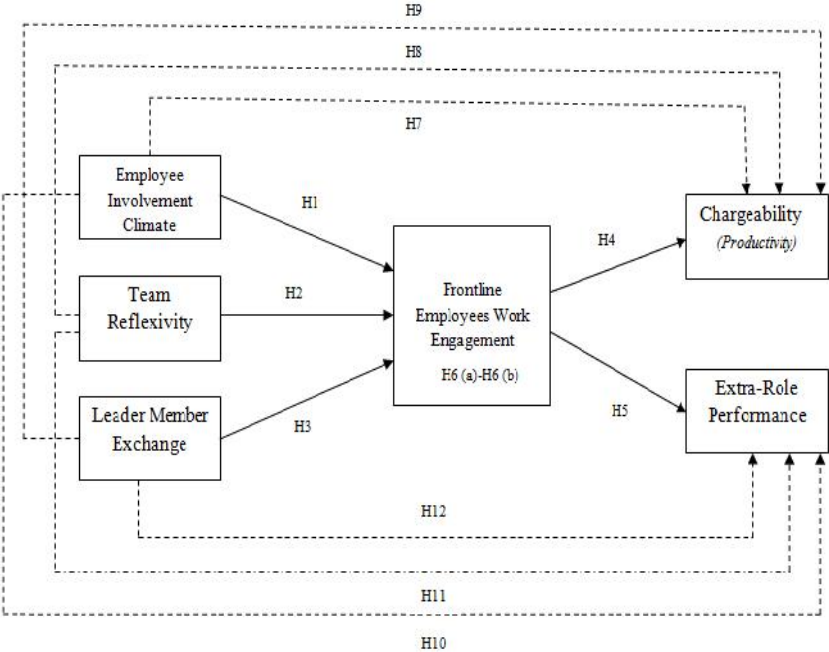The following figure shows the trimmed model of the conceptual model:

Figure 6.1 Trimmed Model

Table 6.18 The Breakdown of Hypotheses (supported/not supported)

The Result of Hypotheses Testing			
H1	EIC→WEG		supported
H2	TRF→WEG		supported
H3	LMX→WEG		supported
H4	WEG→CHR		supported
H5	WEG→ERP		supported
H6(a)	EIC→CHR	<u>WEG:</u> partial mediator	not supported
	TRF→CHR	<u>WEG:</u> partial mediator	
	LMX→CHR	<u>WEG:</u> partial mediator	
H6(b)	EIC→ERP	<u>WEG:</u> Full mediator	
	TRF→ERP	<u>WEG:</u> partial mediator	
	LMX→ERP	<u>WEG:</u> Full mediator	
H7	EIC→CHR		supported
H8	TRF→CHR		supported
H9	LMX→CHR		supported
H10	EIC→ERP		supported
H11	TRF→ERP		supported
H12	LMX→ERP		supported

Chapter 7

CONCLUSION AND IMPLICATION

7.1 Conclusion

In the hypotheses chapter the conceptual model of this study has been introduced. As mentioned in the previous chapters, our conceptual model has three parts and follows the Job Demands-Resource Model (Bakker & Demerouti, 2008). The first part consists of the three antecedents of Work Engagement (WEG). These three factors are Employee involvement climate, Leader Member Exchange and Team Reflexivity. The direct relationships of these three with Work Engagement have made our first three hypotheses. The second part is the mediating role of WEG, which are H6 (a) and H6 (b). The third part of the conceptual model discusses the outcomes of the WEG, which are Productivity and Extra-role Performance. The direct relationships of WEG and these two factors build our H5 and H6.

At the final step the indirect relationships of antecedents of WEG (Employee Involvement Climate (EIC), Team Reflexivity (TRF) and Leader Member Exchange (LME)) with outcomes of WEG (Chargeability (CHR) and Extra- Role Performances (ERP)) have been investigated through H7 to H12. All the hypotheses have been supported by the data except H6 (a) and H6 (b), which were investigating the full mediating role of WEG.

For the first three hypotheses it was assumed that they all have significant positive relationship to each other. The EIC makes the relationship between the employees and organization stronger, which will cause higher Engagement at the work place (Riordan et al., 2005). Moreover, this matter has been confirmed by our study.

Additionally, based on the literature review, Team Reflexivity will end in a very strong effectiveness of the group, having a strong viability and also having better mental health (West, 2010). These factors will cause higher employees corporation in the Work place which also has been confirmed by our investigation. Therefore, there is a positive direct significant relationship between TRF and WEG. The third factor is the impact of LMX. As discussed in the literature review the professional respect of Leader Member Exchange is the positive and good reputation that the leader has achieved from inside and outside the organization. It can influence the team members through this positive characteristic (Liden & Maslyn, 1998). As a result it can be concluded that a useful Leader Member Exchange can be build through different affection, personal cooperation for both employees and leaders, and also faithfulness, which will end in enhancement of WEG. The result of this study confirms the literature review by supporting the H3.

Hypotheses 5 and 6 are about the direct relationships of WEG and its outcome, which are CHR and ERP. Based on the literature review it was assumed that there is a positive significant relationship between CHR and ERP. Chargeability (Productivity) is very important specifically in service sector and for the organizations. Due to its important role and based on this reason it is very critical for the organizations in order to reach their goals and having enhancement in efficiency and effectiveness (Kilic & Okumus, 2005). It was predicted that by enhancement in

WEG the level of Productivity would face an increase, which is also supported by the data.

Bettencourt et al. (1997) discussed the relevant role of employees who provide higher level of services in comparison to their competitors by performing extra-role consumer services. This matter will cause the services to have higher quality, more positive and helpful word of mouth and more satisfaction of customers. It was assumed that when the employees have higher engagement to their work, they are more willing to perform duties beyond their job description. This hypothesis has also been supported by the data.

It was suggested that the work commitment and Work Engagement can play a crucial role in a group, and according to our model it can play a mediating role between the antecedents and outcomes of Work Engagement. This means that the Antecedents of Work Engagement can be mediated through Work Engagement to outcomes of Work Engagement which are Chargeability (Productivity) and Extra-role Performance. This mediating role exists in our data but in the hypothesis 6 a full mediating role was assumed, which was not supported by the data. In conceptual model with this data the WEG has partial mediating role.

All the last 6 hypotheses, which concern the indirect relationships of antecedents of WEG and outcomes of WEG, have been supported by this study.

7.2 Managerial Implications

As a result of conducting this study, different practical recommendations can be given to the managers. Focus of this study was on the importance of Work Engagement by reaching the goals of an organization and success of an organization.

Therefore it is obvious that if the managers want to increase the Extra-role Performance and Productivity, they should enhance the Work Engagement of employees in their organization.

The employees who are more engaged are very motivated to help the organization and perform more helpful and useful. For instance although it is not included in the job description of the employee and they will not get any reward but such an engaged employees try to help the other co-workers and colleagues. All these acts will have positive impact on the organization in a way that things will be finished better and quicker. This study focused on the Work Engagement based on the idea that the people are willing to work in the places that the other employees want to help and support each other in the work place. Therefore at the end, some implications are given to the managers, which will help them to improve and enhance the Work Engagement of employees.

First of all the managers should understand the importance of Employee Involvement Climate and attempt to improve and increase it in the work place. This will take place if the managers give the employees the opportunities to be a part of decision making process. This cooperation helps the employees to feel that they are engaged in the future of the organization. This control over decision making process that may cause the growth and success of the organization will ultimately affect their job quality.

The other important concern is that the managers should be aware of the importance of information sharing with the employees due to programs, plans and also the goals

of the organization itself. Just when the employees have enough data and information then they can do their best and make the best decisions due to their work.

The other crucial factor is training system and managers should plan it accurately. These training will help the staff to gain the necessary information and skill that will help them to do their job better and help the employees making correct and better decisions. So through this training system they will feel more useful which will cause more energy for the employees to work better and essential and they will be more dedicate to the organization.

As a final point, reward system must be determined through the mangers for the employees. The managers should monitor the effective and useful actions of employees, which have helped the organization to reach its goals and then reward those employees later. When the employees see that they have been rewarded, then they will be more motivated and they will feel more successful and this feeling of being rewarded will make the employees more energetic. All of these will result in having more committed, engaged and dedicated employees in an organization.

When there is Team Reflexivity, the Work Engagement will improve as well. The objectives and the goals of the organization should be reviewed regularly. The commitment of the employees will be increased by this reflexivity in the team. So the managers should control that this factor exists in the team work system. Additionally the social side of the team work should be considered. The support which you gain and get from the other team members is very important. You will feel much more comfortable when you are feeling this support from the team in which you are working and the result will be lots of energy which you get from your team. So not

just reviewing the team tasks are important, but also the social aspects should be reviewed, as well. All of these will cause more committed employees and higher effectiveness of the tasks and more healthy and motivated employees.

Finally, based on this research results, the relationship between the employee and supervisor is very relevant for the Work Engagement in an organization. Therefore the managers should constantly control the relationship between the employees and the supervisor. The supervisors should monitor their relationships with their employees accurately to measure the healthiness and effectiveness of it. This sort of relationship must be based on trust and mature partnership so they can support and count on each other. So if this profitable relationship in an organization and teams exists then it will result in more committed and engaged employees.

7.3 Limitations and Avenues for Future Research

Because of the time pressure, for the future studies a longitudinal design is suggested, which can have more accurate result than cross-sectional design of this study. Also this study had been conducted in Tehran. Although Tehran is capital of Iran and is very important city but it is suggested that in future studies the other main cities like Isfahan, Shiraz etc. will be also investigated. Repeating this study with questionnaire with higher sample size in other places can be also more accurate and useful.

This study has been conducted in the framework of Hotel industry. It is suggested that this conceptual model to be applied to the other industries, since all of the service organizations have frontline employees, and will face almost the same issue compare to employees in the hotel industry.

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APPENDIX

APPENDIX A: SAMPLE QUESTIONNAIRE

Dear Respondent:

This research is aimed to better understand your perceptions regarding your organization. Therefore, we kindly request that you self-administer this questionnaire.

Any sort of information collected during our research will be kept in confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact the research team through their e-mail addresses: Tara_vala@yahoo.com

Thank you for your kind cooperation

SECTION I.

On a scale of 1 to 5, with 5 being not possible at all and 1 totally possible, (please circle the appropriate number for each factor):

(1)   I strongly disagree

(2)   I disagree

(3)   I am undecided

(4)   I agree

(5)   I strongly agree

Team Reflexivity

We regularly discuss whether the team is working effectively together. (task reflexivity)	1	2	3	4	5
In this team, we modify our objectives in the light of changing circumstances. (task reflexivity)	1	2	3	4	5
This team often reviews its approach to getting the job done. (task reflexivity)	1	2	3	4	5
Team members provide each other with support when times are difficult. (social reflexivity)	1	2	3	4	5
Conflict tends to linger in this team. (social reflexivity)	1	2	3	4	5
When things at work are stressful, we pull together as a team. (social reflexivity)	1	2	3	4	5

Employee Involvement Climate

I have enough input in deciding how to accomplish my work. (Participative decision making)	1	2	3	4	5
I have enough freedom over how I do my job. (Participative decision making)	1	2	3	4	5
Company goals and objectives are clearly communicated to employees. (Information sharing)	1	2	3	4	5
Company policies and procedures are clearly communicated to employees. (Information sharing)	1	2	3	4	5
Generally I feel this company rewards employees who make an extra effort. (Performance-Based Rewards)	1	2	3	4	5
There is a strong link between how well I perform my job and the likelihood of receiving high performance appraisal ratings. (Performance-Based Rewards)	1	2	3	4	5
Education and training are integral parts of this company's culture. (Training)	1	2	3	4	5
I have had sufficient/adequate job-related training. (Training)	1	2	3	4	5

Leader Member Exchange

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I like my supervisor very much as a person. (affect)	1	2	3	4	5
My supervisor would come to my defense if I were "attacked" by others. (loyalty)	1	2	3	4	5
I do work for my supervisor that goes beyond what is specified in my job description. (contribution)	1	2	3	4	5
I respect my supervisor's knowledge of and competence on the job. (professional respect)	1	2	3	4	5

Work Engagement

When I get up in the morning, I feel like going to work.	1	2	3	4	5
At my work, I feel bursting with energy.	1	2	3	4	5
At my work I always persevere, even when things do not go well.	1	2	3	4	5
I can continue working for very long periods at a time.	1	2	3	4	5
At my job, I am very resilient, mentally.	1	2	3	4	5
At my job I feel strong and vigorous.	1	2	3	4	5
To me, my job is challenging.	1	2	3	4	5
My job inspires me.	1	2	3	4	5
I am enthusiastic about my job.	1	2	3	4	5
I am proud on the work that I do.	1	2	3	4	5
I find the work that I do full of meaning and purpose.	1	2	3	4	5

When I am working, I forget everything else around me.	1	2	3	4	5
Time flies when I am working.	1	2	3	4	5
I get carried away when I am working.	1	2	3	4	5
It is difficult to detach myself from my job.	1	2	3	4	5
I am immersed in my work.	1	2	3	4	5
I feel happy when I am working intensely.	1	2	3	4	5

Extra-role Performance

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I voluntarily assist customers even if it means going beyond job requirements	1	2	3	4	5
I help customers with problems beyond what is expected or required	1	2	3	4	5
I often go above and beyond the call of duty when serving customers	1	2	3	4	5
I willingly go out of my way to make a customer satisfied	1	2	3	4	5

SECTION II.

Productivity

Please only just mark the factors, which in your point of view are effective on Productivity in Hotel industry. On a scale of 1 to 4, please circle the appropriate number for that factor.

(1)   Is very effective

(2)   Is effective

(3)   Has little effect

(4)   It doesn't effect

(5)   I strongly agree

	Strongly disagree	disagree	Neutral	Agree	Strongly agree
Staff recruitment	1	2	3	4	5
Staff training	1	2	3	4	5
Customer expectations	1	2	3	4	5
Multi-skill training programs	1	2	3	4	5
Role of management	1	2	3	4	5

SECTION III.

Demographic Characteristics of Respondents

Gender
Male
Female

Age
18-27
28-37
38-47
48-57
58-67

Education
Primary school
Secondary or high school
Vocational school
Undergraduate school
Graduate/Doctor

Tenure (years)
Less than 1 year
1-5 years
6-10 years
11-15 years
16-20 years
21 Years and above

Marital Status

Single or divorced

Married

In which section of the Hotel are you working?

Reservations agents
Front desk agents
Guest relations representatives
Food and beverage servers

The hotel that I'm working in is:
3 Stars
4 Stars
5 Stars