The Effects of Organizational Career Management and High-Performance Work Practices on Frontline Employees Performance Outcomes. The Mediating Role of Work Engagement

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ABSTRACT

The aim of this research study is to investigate different motivational factors that can influence the frontline employees' Work Engagement. Besides, the outcomes of Work Engagement will be investigated in a current study. The selected motivational factors that can influence the hotel frontline employees' Work engagement in this study are Organizational Career Management and High-Performance Work Practices. The selected job outcome of Work Engagement is employees' Extra Role Customer Service. The study also concentrates the Work Engagement of frontline employees as a mediator of Organizational Career Management and High-Performance Work Practices on their Extra-Role Customer Service.

Quantitative approach was used in this study in order to examine the hypothesized model. The questionnaires were developed and distributed to the frontline employees in 4 and 5 star hotels in Baku, Azerbaijan. The data has been analyzed with SPSS 18.

The results showed that there is a positive relationship between the motivational factors and Work Engagement. Besides, Work Engagement plays a mediating role of the effects of Organizational Career Management and High-Performance Work Practices on Extra-role Customer Service.

Keywords: Organizational Career Management, High-Performance Work Practices, Work Engagement, Extra-Role Customers Service, Frontline Employees, Azerbaijan, Baku.

ÖZ

Bu araştırmanın amacı, işletmenin sınır birim çalışanlarının işe bağımılılığını etkileyebilecek farklı motivasyonel faktörlerin incelenmesidir. Çalışmada ayrıca, işe bağımlılığın sonuçları da ele alınacaktır. Bu çalışmada, işletmenin sınır birim çalışanlarının işe bağımlılığını etkileyen Örgütsel Kariyer Yönetimi ve Yüksek Performanslı İş Uygulamaları gibi motivasyon faktörleri ele alınacaktır. Çalışma ayrıca işletmenin sınır birim çalışanlarının işe bağlılığının Örgütsel Kariyer Yönetimi ve Yüksek Performanslı Çalışma Uygulamaları arasında arabulucu rolüne de yoğunlaşmaktadır.

Çalışmanın araştırma bölümünde, kantitatif yaklaşım hipotez modeli incelemek üzere kullanılmıştır. Geliştirilen anket Azerbaycan'ın başkenti Bakü'de 4 ve 5 yıldızlı otellerde sınır birim çalışanlarına dağıtılmış, veriler SPSS 18 ile analiz edilmiştir. Sonuçlar motivasyonel faktörler ile ve işe bağımılılık arasında pozitif bir ilişki olduğunu göstermiştir. Ayrıca, işe bağlılığın Örgütsel Kariyer Yönetimi ve Yüksek Performanslı Çalışma Uygulamaları arasında arabulucu rolü üstlendiğini de göstermektedir.

Anahtar Kelimeler: Örgütsel Kariyer Yönetimi, Yüksek Performans Hizmet Uygulamaları, sınır birim çalışanları, Ekstra Rol Müşteri hizmeti, , Azerbaycan, Bakü.

DEDICATION

To My Parents, who always wanted me to be educated. Dad and Mum, be proud of me!

I am a master student now

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INTRODUCTION

1.1 Introduction

Obviously, the aim of the organizations, which are related to tourism sector, is to serve their customers. Hotel, as a hospitality or tourism-oriented industry, is responding to the requests of the guests, coming to visit a particular destination. Some scholars call hotel industry as a pure service, but some of them refer the hotel industry to the combination of tangibles and intangibles, so they mention that hotel industry is the conjunction of production and service. However, the hotel industry is particularly service-oriented industry, as the employees in the hotels are always in contact with the customers, hearing and responding to their needs, wants and requests, trying to meet their satisfaction and deliver the expected value. Therefore, human resources play a vital role in the hotel industry, and the success is delivered from talented and qualified employees. Davidson (2003) referred the employees in the hotel to "the key elements in the operation of a successful hospitality business".

Thus, the successful hotel businesses realize that in today's competitive market environment, with full of competitors and discerning customers, the concept of service quality is becoming very important. The management of the hotels is putting their efforts and funds in order to develop and implement different human resources activities that will create favorable work atmosphere for their employees and motivate them to deliver the promise of value to the customers. Employees'

favorable attitude toward their job will motivate them to work harder, and be involved, or engaged in their job. The management of well-known successful hotel chains in the world is satisfying their employees in order to motivate them to satisfy their customers. Motivated employees are likely to perform better in the organization with enhanced and effective productivity. Besides, these employees are highly engaged in their jobs. Work engagement is a very important concept in the hospitality industry. As Bakker & Leiter (2010) mentioned, the engaged in their jobs employees have a lot of energy and they can focus on their job effectively. The engaged employees are becoming absorbed, while they are working, and it is actually very difficult to distract them (Bakker & Leiter, 2010).

Work engagement of the employees can bring to the positive outcomes in the organization; highly involved in their job employees are able to display a better performance (Bakker & Leiter, 2010). There are four reasons in order to describe this fact: first of all, the positive emotions that the employees experience can bring to the enhancement of their productivity (Bakker & Demerouti, 2008). Secondly, Bakker & Demerouti (2008) associated work engagement with good health of the employees, which helps them to display a better performance. Third, work engaged employees are eager to develop and mobilize their own resources (Bakker & Demerouti, 2008). And at last, the crossover of engagement between the team members can enhance their performance (Bakker & Demerouti, 2008).

This study is focused on the motivational factors that can positively influence on the frontline employees' attitude towards their job, and make them engage in their job and their job tasks. Furthermore, the work engagement can bring positive performance outcomes to the organization. The management of successful hotel

chains all around the world is implementing different strategies, which can help the employees to be motivated and stimulated to accomplish their job duties and job tasks in an effective and efficient manner. The example can be taken as the Ritz-Carlton Hotel, which is hiring the qualified and experienced staff, and call their employees "The Ladies and Gentleman". The credo of Ritz-Carlton Hotel is "We are Ladies and Gentleman serving Ladies and Gentleman". The way the hotel treats their employees shows how the management respects and appreciates them and their contribution and efforts, given to the company. Another example can be taken as Gaylord Hotel, which calls its employees "The Stars". The reason why the employees are called Stars in Gaylord Hotel is "because they bring sparkling smiles, genuine excitement, and a "consider it done" spirit to work every day".

Hiring, or applying qualified staff to the hotel in order to deliver service quality and increase the service excellence in the organization in not enough. The management of the hotel has to provide the employees with good and favorable work conditions, care about their well-being and their career opportunities. The current study has focused on the effects of Organizational Career Management (OCM) and High Performance Work Practices (HPWP), which are taken as the motivational factors, influencing the employees' ability to display work engagement (WEG).

Extra-role customer service (ERCS) is taken as a positive outcome in this study. George et al. (1998) mentioned about a crucial role of the employees and their behaviors, which are displayed in order to delight the customers and enhance their level of satisfaction. Besides, Bettencourt et al. (1997) referred the employees, who are able to provide better service than the competitors do, to the employees of a great importance in the organization, as they are able to display ERCS, leading to

customers' satisfaction, higher level of service quality and positive word-of-mouth.

1.2 Aim of the Study

The employees in the service organizations, including the hotels, are always in face-to-face and voice-to-voice contact with the customers. These employees have to be well-prepared and well-motivated in order to meet the requests, needs and wants of the customers successfully. Hence, the management has to establish a good working environment, where the employees are motivated to work. If the management cares about the well-being of its employees, the employees in turn will display good performance and bring success to the organization.

So, the aim of this study is to develop a conceptual model and theoretically investigate different motivational factors that can bring to the employees' Work Engagement. Besides, the employees, who are highly engaged in their work, are able to display Extra-Role Customer Service. The research has done in the capital of Azerbaijan, Baku. The respondents of the study were frontline employees of 4 and 5 star hotels, whose nationality were Azerbaijani. The motivational factors, which can bring to the employees' Work Engagement, are taken as Organizational Career Management and High Performance Work Practices; Extra-role Customer Service is taken as a performance outcome of Work Engagement. Besides, Work Engagement is playing a mediating role of the effects of Organizational Career Management and High-Performance Work Practices on Extra-role Customer Service.

The study is aiming to investigate, if the frontline employees in hotels of Baku, Azerbaijan are feeling motivated, if their management develops a good working environment, providing them with Organizational Career Management and High-

Performance Work Practices; the motivated employees will engage in their work, and display Extra-Role Customer Service.

1.3 Importance of the Study

All the dimensions of the current study are taken from the different sources in the literature in order to build a conceptual model. It is important to mention, that all the dimensions of the study have already been researched and investigated before. But there are not so many studies, which take OCM and HPWP as the motivational factors that can influence the frontline employees WEG. Especially, OCM is not so much investigated and matched with WEG. There are studies, which take OCM and match it with the hotel employees' job satisfaction and brand performance. OCM is not researched much and taken as a motivational factor that can influence the employees' WEG in the literature.

The research has done in the capital of Azerbaijan-Baku. Azerbaijan is developing very fast, and one of the sectors that play a very important role in the economy of the country is tourism sector. There are not so many studies, which are made in this country, and if we take in consideration that tourism is developing rapidly, many hotels are built recently and many tourists are visiting Azerbaijan, it is important to investigate how the employees in the hotels of Azerbaijan are motivated to work.

Azerbaijan is developing very fast, and tourism is one of the industries, which bring benefits to the country. But still, Azerbaijan is a developing country, and there is a lack of qualified employees in the developing countries all over the world. That's why it is very important to investigate the hotel job conditions, in which the employees work.

1.4 Structure of the Study

This research thesis consists of seven chapters. The first chapter is Introduction, in which brief information of the whole study is described. The aim of the study, contribution to the existing literature is also described in the first chapter. The second chapter will talk about tourism sector in the world, and in Azerbaijan as well. The key factors for tourism in Azerbaijan will also be described in the second chapter. The third chapter is the literature review; the fourth chapter will include research hypotheses and conceptual model of the study. The fifth and sixth chapter will include methodology, data analysis and results of the study. Finally, the seventh chapter will include Conclusion, Limitations and Implication for future research. The references, used in the thesis paper, will also be included into the research paper.

Chapter 2

TOURISM INDUSTRY

2.1 Tourism Overview

There is a rapid development in the world, and this development either affects different industries in the world, or the industries affect the development and improvement of a particular industry. One of the industries, which is developing rapidly is tourism and hospitality industry. Tourism industry is known to be one of the most and significant industries in the world (Higgins, 2006). Obviously, the first nations, which started to travel, were the Greek and Romans. So, the history of tourism can be associated with Greek and Roman times. These two nations were travelling to other countries, visited other places during the summer time. As the time passed, the concept of tourism was spread both to developed and developing countries, and the percentage of travelling and the number of travelers increased. The end of the 19th and the beginning of the 20th centuries are famous for many different events that resulted with the development and improvement of tourism sector all over the world. For example, the employees' working hours were cut, and they were paid for having the holidays. Besides, the improvement of infrastructure and transportation, the reduction of travelling costs were also the favorable factors for tourism development. These factors soon, in the next years, were resulted in the globalization of tourism industry all over the world (Butler, 2009). Another factor that influenced the rapid development and improvement of tourism sector all over the world is technological development, especially IT development.

As tourism has become the leading industry in many countries, and the main income was coming exactly from the tourists, visiting these destinations, the governments of these countries started to invest money on building and developing the infrastructure, roads, and bridges in order to attract the people. There are many favorable aspects and impacts of tourism to the economy of the country. Besides, the tourism industry can motivate many other nations to come and visit, become familiar with the culture of the country, and stay satisfied if the destination fulfils the expectation of the tourists to enjoy their holiday (WTO 1999). The societies, visiting each other's destinations, are able to exchange their values, culture, religion, and beliefs. Tourism is all about protecting the nature, environment, destination's sites and monuments, and supporting the revival of arts and cultural heritage.

Tourism and hotel industry, actually, differs from other industries. This industry refers to service-oriented industry; so, if the customers want to experience the product and service of a particular destination or hotel, he/she has to travel to this destination. The hotels must provide the customers with service quality in order to satisfy them, while they are visiting the destination. There are four characteristics of service, which are:

Intangibility-this characteristic of service is derived from the fact that the service, in contradistinction to products, cannot be touched and seen. The customers only can experience the service, they are provided by the company.

Perishability- means, the service cannot be saved or postponed for a later use. The service industries differ from the production industries, and providing the service cannot be stored.

Inseparabiliy-is another characteristic of service, which means that the services are produced and consumed at the same time, and they cannot be separated from providers. The employees in the hotels are the main providers of service, and both the employees' and the customers' presence during the service delivery process is a must for service inseparability.

Heterogeneity- the level and the quality of service differs from person to person, both the ones who provide and the ones, who are provided. So, the service excellence differs, according to the behavior of the employees, or providers, and the customers.

In today's competitive globalized tourism market environment the rapid changes are occurring. Many people nowadays are travelling, as there are a plenty of changes in the period and duration of the holidays. Before, there were only long summer holidays, but recently the summer holidays were cut, and shorter holidays during the year were occurred. It means that the people are able to travel not only on summer times, but during the year and be able to visit other sunny destinations or countries whenever they want. This fact brings to the conclusion that the flexibility in tourism industry is growing (Butler & Poon, 2001).

Another factor that motivated the people to travel is decline of the age of retirement in many developed countries; so, many old people started to travel. The improvement and development of tourism sector in the country can bring many important advantages, such as regional economic growth, opening of many job places (employment enhancement), foreign exchange earnings and a way to overcome poverty (Butler, 2009).

From past decades tourism is experiencing the rapid growth, mostly in developing countries. Many developing countries see tourism as the main key driver in their economic growth and development, which can raise the level of the locals' living. Therefore, tourism sector can bring a lot of advantages, including income to national economies, and development of the economy of the country.

The fast development of tourism sector made it become the main socio-economic sector in the world. Besides, there are forecasts that tourism is going to be the largest developing driver in the world. Following the data, taken from 1990, world tourism arrival was 666 million; it reached 700 million in 2002, in 2011 is estimated to be 982 million, WTO forecasts show that it will be 1.6 billion by 2020.

2.2 United Nations World Tourism Organization

The United Nations World Tourism Organization (UNWTO) is the agency, responsible for development, improvement and promotion of responsible and sustainable tourism all over the world.

UNWTO is the leading organization of tourism sector, and its aim, is to promote tourism as a driver of "economic growth, inclusive development, and environmental stability". The organization provides membership, sponsorship and support to all tourism-related organizations all over the world, and organizes different programs in order to advance the knowledge and the policies of tourism.

UNWTO supports the implementation of the Global Code of Ethics for Tourism, in order to minimize the negative impacts of tourism on the environment, and encourage the developing and promotion of green or sustainable tourism (achieving the Sustainable Development Goals (SDG). UNWTO's membership includes 157

countries, 6 Associate Members and more than 480 Branch Members, which represent the private sector, educational institutions, tourism associations and local tourism authorities.

2.3 Tourism Trends

The figure 2.1 shows the number of the international tourists by percentage. It is forecasted that the number will increase by 3.3% by year in the period of 2010-2030, whereas between the years 1995-2010 the number of international tourists worldwide was increasing 3.9% per year.

It is also seen, that the growth rate is decreasing yearly from 3.8% in 2011 to 2.3% in 2030.

Figure 2.1: The UNWTO Vision of Tourism towards 2030. International Tourists Arrival by Percentage

Figure 2.2 shows the number of the international tourists from the years 1980-2030. It is seen that, the number of the tourists will increase by 43 million yearly between the years 2010-2030.

It means that the number of the tourist is increasing year by year, if we compare the arrival of the tourists between the years 1995-2010, when the increase was 28 million.

International tourism, World
International Tourist Arrivals, absolute change over previous year, million

Figure 2.2: The UNWTO Vision of Tourism towards 2030. International Tourists Arrival by Millions

2.4 Tourism in Azerbaijan

Azerbaijan, or how it is officially known all over the world, the Republic of Azerbaijan, is situated in the domain of Caucasus; the country is located at the crossroads of Eastern Europe and Western Asia. Its neighbor countries are Russia in the North, Georgia in the northwest, Armenia in the west and Iran in the South. Besides, the country is bounded by the Caspian Sea in the east.

Azerbaijan claimed its Independence and began to be known as the Azerbaijan Democratic Republic in 1918. In 1920 the country was joined into Soviet Union, and started to be known as Azerbaijan Soviet Socialist Republic. On 30th of August 1991, before the official liquidation of USSR, Azerbaijan again became independent.

Azerbaijan was visited by many tourists, and has been a key tourist destination even when the country was included into Soviet Unions. The central planners made large and essential investments in order to develop tourism and increase the flow of tourists, coming to Azerbaijan. The investments were particularly made in hotels, museums, transportation, and many other amenities, which can attract the tourists. But unfortunately, these investments gave benefits only to tangible assets, important for the development and prosperity of tourism in Azerbaijan. Non-tangible assets, such as service quality, creativeness, innovativeness, which are very important in the global competitive market, were not taken into consideration.

Figure 2.3: The Map of Azerbaijan Republic

Thereby, after the Soviet Union's formal destruction, and after the long war between Azerbaijan and Armenia, the key representatives in the tourism industry had neither capacity of knowledge, nor the experience, important to develop tourism and market the country as a unique destination for the tourists. Besides, the country after such circumstances suffered from defective infrastructure, and lack of investments. Azerbaijan is rich in oil sector, thus years after businesses decided to use natural

wealth and invested huge amount of money in order to develop and cultivate tourism in the country.

Although, Azerbaijan had suffered from many negative circumstances, which brought to the sharp decline in the 90's, but still the economy of the country was able to overcome the process of reanimation and the process of recovery. The country was able to restore and utilize its economy and to get into a new stage of sustainable growth. Azerbaijan further implemented series of important and successful reforms, which helped the country to improve its economic situation, and made the country magnificently competitive worldwide.

Nowadays, Azerbaijan is one of the most beautiful and attractive destinations, visited by large amount of tourists yearly. The World Economic forum placed Azerbaijan 39th in the whole world in its Global Competitiveness Report 2013-2014. The report says that Azerbaijan has the most competitive economy in CIS. In addition, the World Tourism Organization ranked Azerbaijan 2nd in the world on the growth of flow of the tourists, visiting the country.

2.5 Ministry of Culture and Tourism of Azerbaijan Republic

Tourism regulations and activities in Azerbaijan are established and operated by the Ministry of Culture and Tourism of Azerbaijan Republic. The ministry was founded in 1953; its aim is to develop and implement national and international programs, which can bring benefits to tourism in Azerbaijan and promote the country's rich culture and art. The ministry is taking care of the country's historical sites, museums and monuments, from time to time implementing the process of renovation and modernization. Many clubs, hotels and resorts were built after the ministry's

establishment. These improvements in tourism sector brought a flow of tourists to the country, making Azerbaijan famous and visited all around the world.

As tourism started to develop in the country, many famous chain hotels started to open their branches in the territory of Azerbaijan, the concept of service quality started to be necessary and needful. Unfortunately, the country didn't have qualified and experienced employees, who were familiar and had a good knowledge of tourism and hospitality industry. Azerbaijan Tourism and Management University was founded with Resolution No 972 of President of Azerbaijan Republic dated August 25, 2005 and decision No 45 of the Cabinet of Ministers of Azerbaijan Republic dated Feb 13, 2006. The University is preparing the students as cadres for tourism area, teaching them how to treat the guests, coming and visiting the country or hotel, the concepts of quality service, customers' satisfaction and delight, customer complaint handling process and etc.

The government of Azerbaijan is putting all its effort to develop, improve and sustain this development and improvement of tourism sector in the country. Nowadays, after such a reformation and innovativeness, made in tourism, Azerbaijan is known as one of the destinations of quality tourism service all over the world.

2.6 Key Country Factors for Tourism

Azerbaijan has a lot of sites, historical, cultural and modern, which can attract the tourists from all over the world. Azerbaijan can be considered a very good example of ancient city, which is year by year renovated to modern style. The country has all the necessary factors and ingredients, required for tourist-friendly destination: rich culture and heritage, friendly and hospitable people, delicious cuisine, and many

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other. Azerbaijan is the place for the tourists, who are seeking an active rest, ancient culture, sights, and monuments, Eastern dishes, and sea view.

The tourists, visiting Azerbaijan, are able to see both rural and urban tourism, as the country's tourism is not only developed in modern Baku, but also in its rural places with beautiful nature, mountains, and forests.

Baku is the capital of Azerbaijan, and is mostly visited by tourists all over the world. It is not excluded, that most of the hotels, restaurants, shopping centers and other amenities, important for attraction of the tourists to the country, are built in Baku. The big modern star hotels are built in Baku, and they are receiving the guests from all around the world.

2.7 Cultural and Heritage Tourism

Azerbaijan is a country of rich history and culture. For so many decades Azerbaijan cradled its heritage of culture, and took part in many important events. So many caravan paths, including Great Silk way, are situated in the territory of the country. These routs joined many ancient civilizations like Sumer, Assyria, Greece, Rome, Iran, Turkey, India, China and many others. Each of these civilizations left its own mark in the history of Azerbaijan, which made the culture of the country richer and brighter. Nowadays, there are six thousand monuments in the country, historical and cultural; 65 of these heritages belong to the monuments of great importance. Some of the examples of the monuments in Azerbaijan, which are included in the World Heritage List by UNESCO, are Walled City of Baku with the Shirvanshah's Palace and Maiden Tower.

The people of Azerbaijan, or Azerbaijani nation, refer to one of the oldest nation in the world, with rich and ancient art, music and folklore. It's small wonder, that the country is famous for the richest museums with the large number of spiritual and material culture. Besides, Azerbaijani mugam, ashigs, carpet weaving and Novruz are the heritages of intangible assets, which are kept in the list of UNESCO.

Azerbaijan is organizing many cultural events of national and international importance. Different exhibitions, theatre and music festivals are among the events held yearly in Azerbaijan, and which attracts many tourists from different countries. Examples of international music festivals are Gabala International Music Festival, International Rostropovich Festival, International Vocalists Contest, Baku Jazz Festival, and International Mugham Festival. Year 2012 is famous for international song contest, called Eurovision, which was held in Azerbaijan. The number of tourists, visited Azerbaijan during this event, including delegation and contestants, were between 6000-7000 people. Besides, 103 000 people crossed the border of Azerbaijan during those 15 days.

Figure 2.4: International Tourists Arrival Statistics in Thsd. Persons

Eurovision song contest brought a flow of tourists to the country. Many hotels were built during this period of time, and at the moment of this event most of them were booked and overbooked. Consequently, in 2012 the profits from tourism industry have tripled since 2006. It shows that, Azerbaijan has reached good results in development of tourism industry of the country.

RANK	COUNTRY	N OF FOREIGN CITIZENS (THSD. PERSONS)
1	Russia	876,0
2	Georgia	763,2
3	Iran	283,7
4	Turkey	295,5
5	Ukraine	42,4
6	United Kingdom	29,1
7	Kazakhstan	25,3
8	USA	13,7
9	Germany	16,4
10	Other countries	138,8

NUMBER OF HOTELS
AND HOTEL-TYPE ENTERPRISES

2009	2010	2011	2012
452	499	508	514
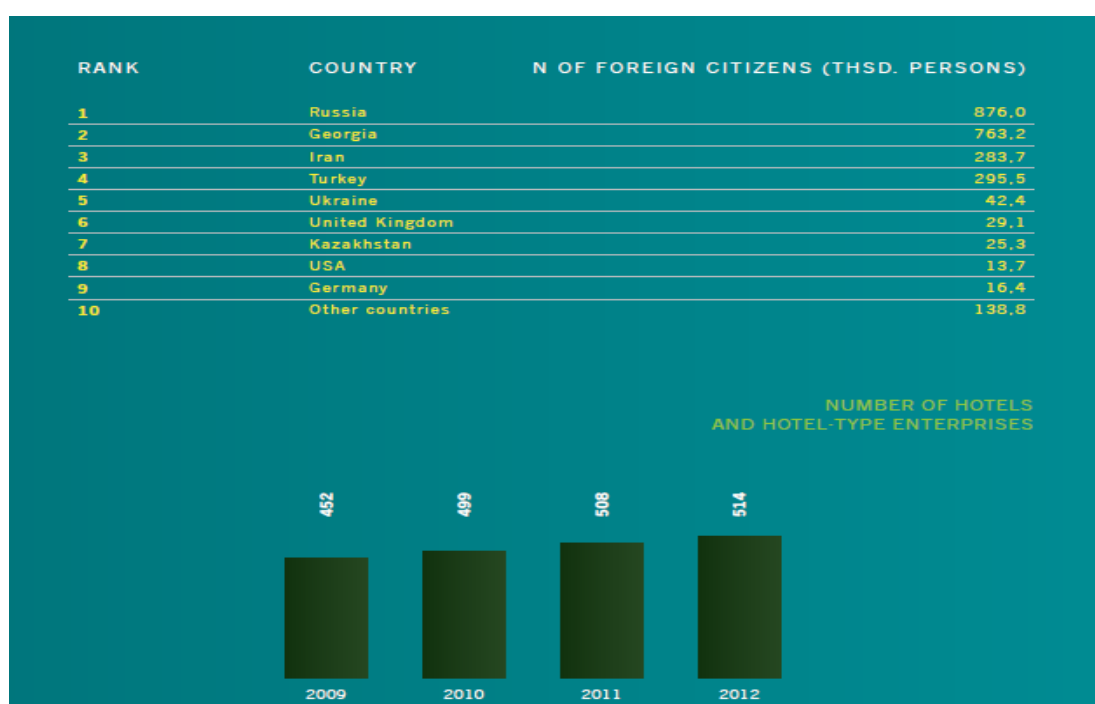
Figure 2.5: Top 10 Foreign Nationals Arrived in Azerbaijan in 2012

2.8 Sport and Adventure tourism

Azerbaijan can be also called the country with rich history of many sport traditions. The government of the country strongly appreciates and supports the development of sport in the country. The athletes, representing Azerbaijan, are taking part in many sport competitions; they gain the victory, are awarded with medals, and raise the flag of the country all over the world. The athletes are taking part in such famous and important sport events as Olympic Games, European and Asian championships and etc. National Olympic Committee, 24 Olympic and 45 non-Olympic sports

federations are functioning in Azerbaijan. Year 2012 is famous for the country for building Shahdag Winter-Summer Tourism complex. The complex includes all the facilities, required for tourists-trade centers, restaurants, game hall, skiing and horse riding services.

The government is investing a huge amount of money to establish required infrastructure for sport events in the country. Many national and international sport events are held in the country, such as box, wrestling, gymnastics and many others.

Year 2012 is famous for such a sport event in Azerbaijan, as FIFA U-17 Women's World Cup.

The first European games 2015 were held in Azerbaijan. Azerbaijan is the country, which is developing very fast. So, many sport events are going to be held in Azerbaijan in nearly future. They are FIDE World Cup, 2015, World Chess Olympiad 2016 and Islamic Solidarity Games 2017, European Football Championship in 2020. In addition to all written above, it can be said that sport and adventure tourism can bring many tourists to the country.

2.9 Business Tourism

Nowadays, Azerbaijan is the country, which is developing very fast, with auspicious business climate. Many national and international projects are implemented in Azerbaijan; and so, many conferences and many exhibitions are held in the country. These conferences and exhibitions are covering such economic sectors, as oil, gas, agriculture and etc. Azerbaijan is chosen as a location for different important events, such as World Economic Forum, Annual Meeting of the Islamic Development Bank,

the Crans Montana Forum, Annual Meeting of the Black Sea Trade and Development Bank.

As such events are taking part in the territory of the country, it is not excluded that Azerbaijan is the country of business tourism as well. It is stated, that 30% tourists, visiting Azerbaijan, are business tourists.

In order to develop business tourism in the country, many convention facilities, modern infrastructure, such as conference halls and business centers are built and developed in the country. The number of conference halls and business centers is increasing year by year.

Business tourism is closely related with business activities, and promotes trade and investment, and it brings favorable benefits to total tourism sector.

2.10 Recreational Tourism

Azerbaijan is the country with rich natural resources. This factor gives the country the opportunity for medical tourism. Foreign citizens, visiting Azerbaijan, as well as locals, are taking the treatments from natural resources, including crude oil, thermal waters, salt mines, and salubrious. The government is investing enough funds for further development of this type of tourism in the country.

Hot and mineral waters, all types of mud volcanoes, used for medical purpose-all these are the natural wealth of Azerbaijan. 300 of 800 mud volcanoes, existing in the world, are available in the country. The most famous natural resource of Azerbaijan, used as a medical treatment, is known all over the world as Naftalan Oil. Naftalan is

the place, where this useful oil is erupted, and is the name of the resort, famous for its oil baths.

Duzdagh Cave (Salty Mountain Cave) is another health complex in Azerbaijan. This health center is situated in Nakchivan, and is famous for salt mines used for asthma therapy.

Being a famous destination for recreational tourism, many tourists are visiting Azerbaijan. The number of the tourists is increasing year by year, and it is worth to mention, that the country has great opportunities for further development of recreational tourism.

2.11 Eco-Tourism

Azerbaijan is the country with a very good climate. 9 climatic zones out of 11 exist in the territory of the country. Azerbaijan can be called the country of "climatic contrasts"- subtropics, deserts, forests, and others. More than 370 sorts of plants or approximately 4,500 plant species are existing in the territory of the country. It means that66% of all plant species, existing in the Caucasus, are spread in the territory of Azerbaijan. Besides, Azerbaijan has more than 15,000 fauna types. There are 8 national parks, established in the territory of the country, 12 state wildlife sanctuaries covering the total area of 890 thousand hectares to insure the protection of available ecologic systems.

Ecotourism is a very important and widely spread concept. Many countries all over the world are trying to implement "green tourism" or "eco-tourism" for the future of the planet. Azerbaijan, rich with nature, opens great opportunities for implementing this kind of tourism in the country.

Chapter 3

LITERATURE REVIEW

3.1 Frontline Employees' Role in Service Delivery Process

Hospitality industry may be described as ''… a cluster of service sector activities associated with the provision of food, drink and accommodation'' (Lashley, 2000).

The hotel industry refers to service-oriented, or hospitality industry, and requires meeting the requests, needs and wants of the customers. The successful hotels are putting all their efforts in order to satisfy and delight their customers by keeping their promise of delivering the value. During the process of service delivery, it is unpredicted that the customers will always be satisfied; the employees have to be ready for the "critical moments", and be able to perform good, creative solutions in service recovery and customers complaint-handling processes, if the customer shows dissatisfaction or displeasure.

In today's competitive market environment, where there are so many service-oriented organizations, including hotels, and the customers who are aware of different products, and are able to differentiate and evaluate those products, the concept of service quality and service recovery process become a must (Karatepe, Vatankhah, 2014). The successful hotels are putting all their efforts in order to attract new customers and make these customers loyal by differentiating their organization by service excellence, product or employee differentiation, and etc.

It is not excluded that the frontline employees in service organizations are playing important and vital role in the service delivery process, as they are the ones who are always in eye-to-eye and face-to-face contact with the customers. This also concerns the hotel frontline employees, including front-desk, bell boys, public relations, room attendants and others, who are the first to hear and be aware of customers' needs, wants, requests and complaints. Unfortunately, hotel employees usually work in a very difficult work conditions, associated with work overload, long working hours, low salary, unfixed work-schedules, working in holidays and weekends (O'Neill, 2012; Poulston, 2008; Ryan, Ghazali & Mohsin, 2011), dealing with rude and dissatisfied customers, and etc. These factors can bring to emotional exhaustion of the employees, and bring to negative performance of their job. (Hochschild, 1983, 2003) noticed that the frontline employees are related to the employees of "emotional labour", and they have to please the customers, and display a positive interaction with them regardless of their own emotional conditions. Hotel industry is all about dealing and communicating with the customers, listening to their requests and meeting them; therefore, there is always host-guest transaction, which is core activity in hotel's service delivery process (Onsøyen et al., 2009).

The frontline employees can be called "the face" of the organization; the interaction between the hotel's frontline employees and hotel's customers are important and inevitable. In order to meet the requests, needs and wants of the customers successfully, by making them satisfied and loyal, the management in hotels firstly has to satisfy their employees. Happy employees, who are happy with their management and with their job conditions, are eager to perform their job tasks and job duties more effectively and more efficiently. Therefore, the management has to

establish a good work environment in order to motivate their employees to demonstrate positive job outcomes (Karatepe, Vatankhah, 2014.). The management of the hotels, who wants their organization to go beyond the customers' expectations, and be successful in globalized market environment (Schneider and Bowen, 2010), understand that service comes from their employees (Cheung et al. 2014); therefore, they understand that not only the customer loyalty is important for their organization success, but also their employee loyalty. The management of the hotels has to apply a qualified staff, and create work conditions for their employees, which will make them remain in the organization. Offering the employees career support and career opportunities can bring to the job performance enhancement and to the satisfaction of their job and management (Barnett and Bradley, 2007). In this case, Organizational Career Management is a very important and very useful tool. Besides, the management of the hotels has to establish a good and positive job atmosphere with High Performance Work Practices (HPWP). There are seven indicators of HPWP, which are selective staffing, training, empowerment, rewards, job security, teamwork, and career opportunities; the successful and prosperous hotels are allocating their resources, both human and financial, in order to develop a good work environment with HPWP and offer career opportunities to their employees. As a result, the employees who feel that the management of their organization cares about their well-being, and the efforts that they put during the service delivery, service recovery, and customers-complaint handling processes are valued by their managers (Allen, Shore & Griffeth, 2003), are likely to be involved, or engaged in their job. Work engagement is a very important factor, as it helps the employees fully concentrate in their job tasks effectively. Work engaged employees are eager to perform excellent service outcomes; besides the employees with high work

engagement are able to perform extra role customer service (ERCS). Each of dimensions (OCM, HPWP, work engagement and ERCS) mentioned above, will be described in details.

3.2 Organizational Career Management

The employees who see their management as a supporter, and as the ones who take care of their future career developments, are likely to trust their management and their organization. Organizational career management is a very effective tool of Human Resources management, and many hotels are offering the career advancement to their employees in order to satisfy them, and to increase the performance of their organization. For example, the research showed that OCM has been very important in hotels in China, and offering future career opportunities to the employees in Chinese hotels has brought to the enhancement of service excellence (Kong et al., 2010; Kong et al., 2012a). OCM, which is also known in the literature as "organizational support for career development" or "organizational sponsorship," belongs to different programs and processes, which are provided by organizations in order to support and increase their employees' career success (Ng et al., 2005; Orpen, 1994).

Besides, Orpen (1994) mentioned that OCM usually refers to different policies and various practices. These policies and practices are usually established and then implemented by the organizations, in order to enhance and to improve their employees' effectiveness of careers. Actually, the management which is taking care of their employees' career success, automatically brings the success to its organization as well, because an employee's personal success can bring an important

contribution to the organization's success (Judge, Higgins, Thoresen, & Barrick, 1999).

3.3 High-Performance Work Practices

Other Human Resource Management strategies, which are established and implemented by many successful hotels all over the world, in order to motivate their employees to perform their job tasks and job duties in an effective way is High Performance Work Practices (HPWP). Availability of the indicators of HPWP in the organization shows the employees in the organization, that their management cares about their well-being, and they in turn put all their efforts in order to serve the customers; it means the presence of HPWP is improving the organization's service capacity and service productivity (Tang and Tang, 2012).

The front desk employees in hotels are having a stressful job, that's why providing them with good job atmosphere in order to motivate them is a must. HPWP help the employees to improve and enhance their knowledge, abilities, and skills, and motivate them to perform better in their job (Cheng-Hua, ShyhJer, & Shih-Chien, 2009; Davidson, McPhail, & Barry, 2011).

Four indicators of seven were taken in this study. They are training, rewards, empowerment and job security.

Training-the successful hotels, whose aim is to meet the requirements of their customers constantly and continuously, are usually applying the qualified staff. Besides, these organizations are investing a huge amount of money on training and retraining programs. Training refers to providing the employees in the organization with the basic information about their job duties according to the organization's

standards (Costen & Salazar, 2011). Moreover, the organizations which are organizing different training and retraining programs to their employees, are achieving higher level of organizational performance (Harel & Tzafrir, 1999). Training programs are very important especially in today's competitive market environment; the trained employees are able to perform their job effectively in service recovery and customers complaint handling processes, and deal in a right way with dissatisfied customers.

Empowerment-the trained employees have to be given an empowerment. Empowering the employees in the organization means giving them an authority to independently make decisions in service delivery process. Forrester (2000) mentioned that empowerment is "the freedom and ability to make decisions and commitments". The successful hotels realize that the customers are waiting for an immediate response during the process of service delivery. The customers want their requests to be done immediately, their complaints and dissatisfaction to be solved on spot. That's why the management of many hotels all around the world is empowering their employees. As frontline employees are providing direct face-to-face service to the customers, empowering them in order to increase the quality of service delivery is a must. Once the frontline employees are empowered, they are starting to respond to the requests and complaints of the customers independently, immediately without the management's interfere and command (Babakus et al., 2003). But the management of the hotels has to give empowerment to the employees, who are trained and qualified; otherwise the empowerment will not give any good and expected results and outcomes to service excellence of the organization (Karatepe, 2013).

Rewards-rewards is another indicator of HPWP, that is very important to implement in service organizations. The employees have to be trained; the trained employees have to be empowered in order to solve the customers' complaints and requests on spot; when an employee has successfully made an operation during the service delivery process, the management has to give rewards to the employee (Yavas et al., 2010). The presence of rewards will show the employees, that the management appreciates and evaluates their contribution and their efforts to perform the job effectively and efficiently.

Job security- is another indicator of HPWP. This indicator represents that the management is taking care of the stable employment of the employees in the organization. When the employees in the organization feel themselves safe and sure of continuous employment, they start to trust the management of their organization. Zeytinoglu (et al., 2012) discussed job security "within the context of job quality". The employees, who are sure that their organization is providing them with a stable and sustained job, are likely to remain in the organization.

There are several reasons for selecting these indicators of HPWP in current study. First of all, these factors are very important for frontline employees in the hotels. The front desk employees are contacting with the customers face-to-face and voice-to-voice, that's why they are always interacting and communicating with the customers, coming to the hotel. The frontline employees have to be ready not only for the needs, wants and requests of the customers, but also for their complaints and dissatisfaction. The frontline employees have to be able to keep their own emotions and show the smiling face to the customers all the time. Training programs can help and motivate the employees, and enhance their abilities and skills in order to display a better

performance in the organization. Investing funds in training programs will increase the employees' productivity and their performance, and will end up with organization's success. Empowerment will help the employees to solve the customers' complaints and requests immediately and on spot; the customers will automatically recognize that all employees on the hotel are educated, qualified and are able to respond to any of their complaints and requests. Rewarding the employees will motivate them to show better performance. If the employees in hotels are successfully doing their job, but they are not rewarded by their management, they will stop putting their efforts and their productivity will decrease. When the management provides the employees with stable job, the employees are likely to remain in the organization, and do their best to increase their performance and bring sustain success to the organization.

The frontline employees are playing the main role in the process of delivery of service quality, service recovery, and in customer complaint-handling process (e.g., Chi and Gursoy, 2009; Chiang and Birtch, 2008; Guchait et al., 2012). That's why, if the management wants its employees to implement these processes in an effective way, it should create a good working atmosphere, and provide the employees with Organizational Career Management practices and High Performance Work Practices factors in order to motivate them, and make them engage to work. The employees, who are happy and satisfied with their job, job conditions, and with their management, will highly engage in their job, and will be motivated to perform extra role customer services.

3.4 Work Engagement

Work engagement-the concept of work engagement has been widely researched and discussed in the literature, as it is one of the most important and significant concepts. Work engagement refers to "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption" (Schaufeli et al., 2002, p. 74). The three dimensions of work engagement are described in the literature as:

Vigor is "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).

Dedication, as the second dimension of work engagement refers to "a sense of significance, enthusiasm, inspiration, pride, and challenge" (p. 74).

At last, the third dimension of work engagement, absorption, is described as "being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work" (p. 75). Employees, who are engaged in their work, are likely to work harder and to accomplish a better performance, than the ones who are not engaged in their jobs (Bakker, 2011). The researches show that job outcomes and the performance of job of engaged employees is better and higher as "have high levels of energy and are enthusiastic about their work"; besides they "create their own job and personal resources and transfer their engagement to others" (Bakker & Demerouti, 2008, p. 210; p. 215). Now, therefore when the management is motivating the employees by creating a good atmosphere with HPWP and OCM, the employees show their satisfaction to the organization and to the management of the organization via their work engagement. (Karatepe, 2013)

The employees who are highly involved in their job are likely to be more productive, and be able to display extra-role customer service.

3.5 Extra-Role Customer Service

Extra-role customer service refers to "discretionary behaviors of contact employees in serving customers that extend beyond formal role requirements" (Bettencourt and Brown, 1997, p. 41). An ability to display extra role service has become very important in hospitality industry; the possibility to be ready for unexpected, specific situations and perform an extra role service will bring to customers satisfaction and loyalty. There are many scholars in the literature, who have investigated the term extra-role customer service. George et al. (1990) mentioned the critical role of the employees, who are able to display ERCS in order to delight the customers and increase their satisfaction. Bettencourt et al. (1997) specified the employees, who are able to demonstrate extra-role service better than competitors do, and satisfy the customers. Displaying ERCS will bring not only to customers' satisfaction, but also will delight them; giving the opportunity to the customers to experience "wow effect" will bring to customer loyalty and positive word-of-mouth.

Chapter 4

RESEARCH HYPOTHESES

4.1 Conceptual Model of the Study

Using the information from the literature review of the current study, and applying the reformulated theory of attitude by Bagozzi (1992), the conceptual model and the hypotheses were developed. Figure 4.6 shows the conceptual model of the study. Organizational Career Management and the indicators of High-Performance Work Practices are taken as motivational factors, which can bring to the employees Work Engagement in the organization. Extra-Role Customer Service is taken as a positive outcome of the Work Engagement. Besides, Work Engagement is playing a mediating role of the effects of Organizational Career Management and High-Performance Work Practices on Extra-Role Customer Service.

4.2 Organizational Career Management and Work Engagement

The employees in the organization are happy when their management is taking care of their future career development or career advancement. There are not so many studies in the literature which investigate the effects of Organizational Career Management on Work Engagement. For example, the research made by Cheung (et al. 2014) related OCM with the employees Job Satisfaction. Besides, OCM can enhance the employees' career satisfaction and job satisfaction (Campion et al., 1994; Kong, 2010; Ng et al., 2005).

Organizational Career Management

Training

Empowerment

Work Engagement

Extra-Role Customer Service

Rewards

Job Security

Control Variables

Age, gender, education, organizational tenure and marital status
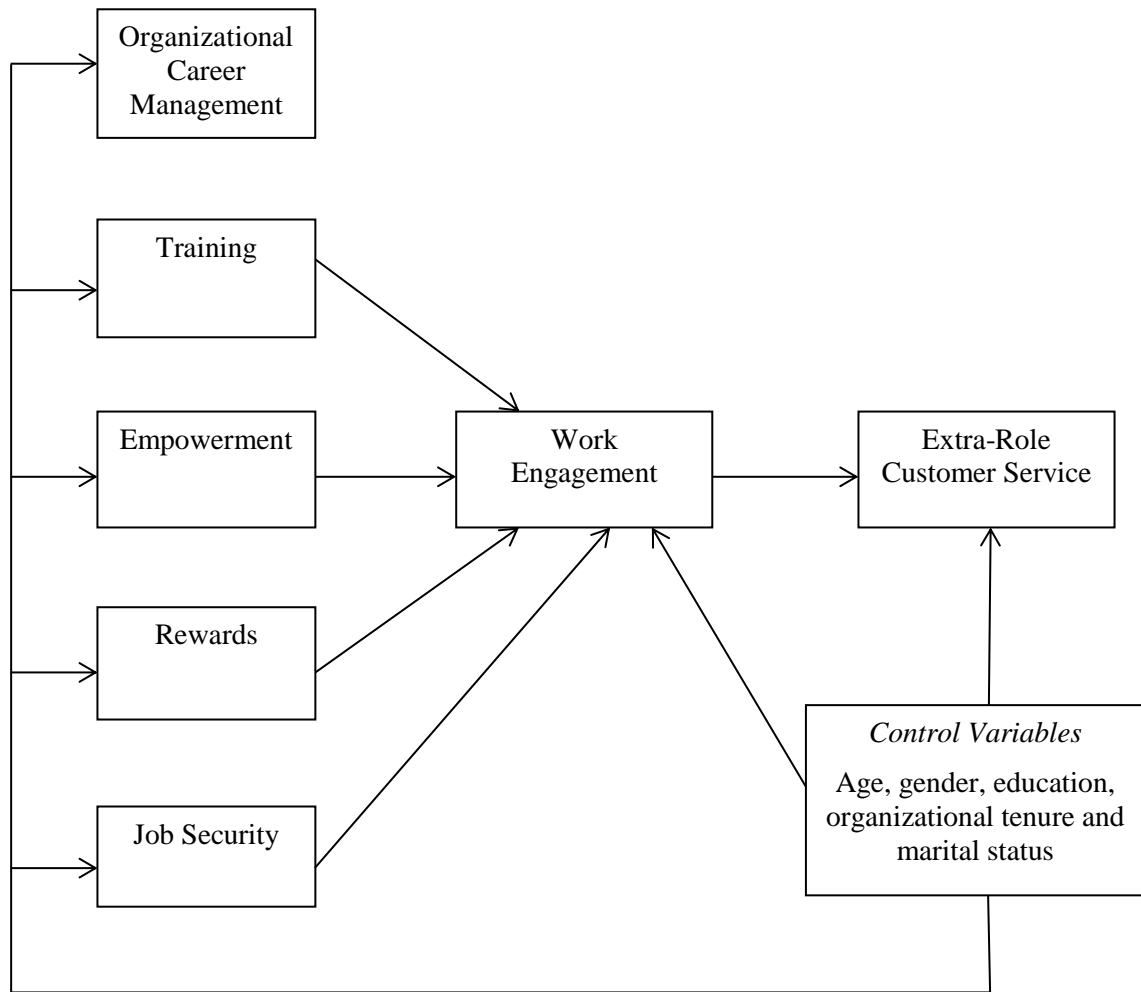
Figure 4.6: Conceptual Model

This study focused OCM as a motivational factor that can influence the employees' ability to involve, or engage in their jobs. OCM activities can favorably influence the employees' abilities to display their job effectively and efficiently. Walsh and Taylor (2007) mentioned that career growth and development are the main benefits that the employees seek from their employers. Besides, Walsh and Taylor (2007) mentioned that the employees in the organization are expecting their management to provide them with career development and career support.

OCM programs can bring benefits to the hotel performance enhancement in Azerbaijan as well. Frontline employees in the hotels are usually working in difficult

job conditions, associated with long-working hours, work overload, unfixed job schedule, rude customers and etc. The management of the hotels has to establish good work atmosphere, and provide their employees with future career advancement and career growth and development. According to this, we propose:

H1: Organizational Career Management is positively related to frontline employees Work Engagement.

4.3 High-Performance Work Practices and Work Engagement

The hotel employees are expecting their management to value their efforts, their contribution to the organization. The customers, coming to visit the hotel, are expecting to meet their expectations and stay satisfied. This also concerns the employees in the organization. The employees also have expectations from their organization, from their management and from their employers. Satisfied employees are eager to remain in the organization, and display quality job.

The management of the hotels in Azerbaijan has to establish a good working atmosphere, where their employees will be happy to work. If the employees in the organization feel that their employers are taking care of their well-being, they will be motivated, and will display a better performance. In this case, the management has to establish a good working environment with High-Performance Work Practices. The indicators of HPWP, taken in this study, are job security, training, empowerment and rewards. These indicators are taken as independent variables in the conceptualized model. Zacharatos (et al., 2005) mentioned job security as a stable employment in the organization. If the employees in the organization are provided with the stable employment, they start to trust their management, and involve in their job.

The hotels can differentiate their brand in a different way. Some hotels are differentiating their brand by their service, some are differentiating their products. Many well-known hotels are investing huge amount of money on internal branding of their company, by providing their employees training programs. Employee differentiation is very popular in Ritz-Carlton Hotel. All the employees in this hotel are trained, qualified, and "create the memories" for each guest, coming to the hotel. Trained employees are eager to deal with rude and dissatisfied customers easily (Boshoff and Allen, 2000). The trained employees have to be empowered. The employees have to use their skills, knowledge, gained from the training programs, in order to meet the requests of the customers and solve their problems and complaints on spot. Empowerment is necessary for frontline employees in service organizations as it is actually impossible to predict an exact task in order meet the satisfaction of the customer (Babakus et al., 2003). Rewards is another indicator of HPWP, necessary for the employees in the organization. It is said in the literature that empowerment will not bring any positive outcomes to the organization without appropriate training and reward programs (Babakus et al., 2003). If the management of the hotels will create a good working atmosphere with HPWP, this will motivate the employees to work harder, and engage in their work. So, according to all mentioned above, we propose:

H2: Training is positively related to frontline employees' work engagement

H3: Empowerment is positively related to frontline employees' work engagement

H4: Rewards are positively related to frontline employees' work engagement

H5: Job security is positively related to frontline employees' work engagement

4.4 Work Engagement and Extra-Role Customer Service

The employees' work engagement can bring many positive outcomes to the organization. The highly involved in their job employees are eager to display a better performance and fully concentrate in their jobs. This study suggests that the employees, who are highly engaged in their work, are eager to display Extra-Role Customer Service. ERCS refers to the actions of the employees that go beyond their job requirements. The employees, who are able to display ERCS, are highly valued in the service organizations. These employees are able to display such services that will not only satisfy, but also delight the customers. Motivated employees in the organization, who are highly engaged in their work, can display extra-role performance, and enhance the performance excellence of the organization. Some scholars have focused on the combination of the work engagement and extra-role customer service (Moliner et al., 2008). The next hypothesis says:

H6: Work Engagement has a positive relationship with Extra-Role Customer Service.

4.5 The Mediating Role of Work Engagement

This study uses the reformulated theory of Bagozzi (1992), which gives a guideline in order to build a relationship about the mediating role of Work engagement. The management of the hotels, which are creating a favorable working atmosphere for their employees, will gain the employees' trust. The employees in these organizations, in turn, will be motivated to work harder, engage in their work and display extra-role customer service. The frontline employees' cognitive evaluations of OCM and HPWP will bring to their WEG. The employees, who find OCM and HPWP to be useful for their performance excellence and performance enhancement in the organization, will display ERCS. So, in this case WEG is playing a mediating role. Hence, the next hypotheses suggest:

H7: WEG is playing a mediating role of the effects of OCM on ERCS.

H8: WEG is playing a mediating role of the effects of training on ERCS.

H9: WEG is playing a mediating role of the effects of empowerment on ERCS

H10: WEG is playing a mediating role of the effects of rewards on ERCS.

H11: WEG is playing a mediating role of the effects of job security on ERCS.

Chapter 5

RESEARCH METHODOLOGY

This chapter will broadly explain the methods, which were used in order to collect data and data analysis. The collected data was analyzed with SPSS 18.

The quantitative research method was used in this study. As all the dimensions in the conceptualized model were investigated and researched before, there was no need for EFA and CFA. Reliability analysis was conducted, and after, in order to understand how all the variables are linked to each other, the correlation analyses were made.

5.1 Setting and Sample

The data was collected from full-time frontline employees of 4 four star and 6 five star hotels in the capital of Azerbaijan-Baku. All the respondents, taking part in this research, were Azerbaijani.

The respondents of the survey were the frontline employees, who had direct contact with the customers. They were Food and beverage servers, Front Desk agents, Reservation agents and Guest Relations. In order to distribute the questionnaries between the frontline employees, the permission was gotten from the managers of the hotels. 400 questionnaries were distributed; out of 400 questionnaries only 348 were completely filled out and returned, so the response rate is 87%. All the respondents were quaranteed that the data and the information they use in the questionnaries would be kept private and confidential.

The sample included 133 male (38,2%) and 215 female (61.8%). 233 respondents (67%) were between the age 18-27; 103 respondents (29,6%) were between the age 28-37; and only 12 respondents (3.4%) were between the age 38-47. With respect to the marital status of the respondents, 261 of the employees (75%) were single or divorced, and 87 (25%) were married.

When it comes to the education, 55 respondents (15,8%) had secondary or high school education; 225 respondents (64,7%) were undergraduate and 68 (19,5%) respondents had graduate education When it comes to the hotel section, in which the employees are working, 69 respondents (19,8%) were reservation agents; 125 (35,9%) were front desk agents; 59 respondents (17%) were guest relations, and finally 95 (27,3%) respondents were F&B servers.

As mentioned above, 6 five star and 4 five star hotel employees took part in the survey. Out of 348 respondents, 137 (39,4%) were working in 4 star, and 211 (60,6%) were working in 5 star hotel.

60 respondents (17.2 %) were the employees, who worked for the organization less than 1 year; 283 respondents' tenure in the organization was 1-5 years, and the rest 6 respondents' tenure was from 6-10 years.

Table 5.1: Demographic breakdown of the sample (n=348)

AGE		
18-27	233	67
28-37	103	29,6
38-47	12	3,4
48-57	-	-
TOTAL	348	100
GENDER		
MALE	133	38,2
FEMALE	215	61,8
TOTAL	348	100
EDUCATION		
PRIMARY SCHOOL	-	-
SECONDARY OR HIGH SCHOOL	55	15,8
VOCATIONAL SCHOOL	-	-
UNDERGRADUATE	225	64,7
GRADUATE/DOCTOR	68	19,5
TOTAL	348	100
ORGANIZATIONAL TENURE		
LESS THAN 1 YEAR	60	17,2
1-5	283	81,3
6-10	5	1,4
11-15	-	-
16-20	-	-
21 AND ABOVE	-	-
TOTAL	348	100
MARITAL STATUS		
SINGLE OR DIVORCED	261	75
MARRIED	81	25
TOTAL	348	100
NUMBER OF STAR IN HOTEL		
4 STAR	137	39,4
5 STAR	211	60,6
TOTAL	348	100
DEPARTMENT		
RESERVATION AGENTS	69	19,8
FRONT DESK AGENTS	125	35,9
GUEST RELATIONS REPRESENTATIVES	59	17
FOOD AND BEVERAGE SERVERS	95	27,3
TOTAL	348	100

5.2 Operationalization of Variables

Different scales were used in the study in order to operationalize the variables, presented in the conceptual model of the study. OCM items were measured, using 13-item scale developed by Kong et. al (2011). The items for HPWP indicators were: Job security was measured using 3 items from Delery and Doty (1996); training and rewards were measured using 6 and 5 items from Boshoff and Allen (2000); empowerment was measured using 6 items from Hayes (1994). WEG was measured using 7 items from Schaufeli el. al (2006). ERCS was measured using 5 items from Bettencourt and Brown (1997).

All items were rated, using five-point scales, ranging from 5 (strongly agree) to 1 (strongly disagree). The respondents' age and the hotel section they work for were measured, using 4-point scale; education was measured through 5-point scale; the organizational tenure of the respondents was measured through 6-point scale. Gender, marital status and hotel star were coded as a binary variable; gender (1=male and 2=female), marital status (1=single or divorced and 2=married), hotel star (1=4 star and 2=5 star).

The items in the questionnaires were prepared in English, and then translated into Azerbaijani and Russian languages, using the back-translation method (McGorry, 2000).

Chapter 6

RESULTS

6.1 Means, Standard Deviation, Reliability and Correlation of the Study

The following table 6.2 shows the means, standard deviation, and reliability coefficients of the research variables.

All the variables are reliable: OCM (.79), Empowerment (.89), Rewards (.87), Training (.89), Job Security (.88), WEG (.89), and ERCS (.87)

Table 6.2: Means, Standard Deviation and Reliability Table

Variables	Mean	SD	Cα
Gender	1.62	.49	-
Age	1.36	.55	-
Education	3.88	.90	-
Org. Tenure	1.84	.40	-
Marital Status	1.25	.43	-
OCM	4.01	.59	.79
Empowerment	3.75	.68	.89
Rewards	4.01	.59	.87
Training	3.82	.74	.89
Job Security	2.95	.94	.88
WEG	3.83	.63	.89
ERCS	3.86	.65	.87

Table 6.3 shows the correlation coefficients of the study. It can be seen from the table that there is a positive relationship between ERCS and the employees' gender ($r = .22$; $p < .01$), organizational tenure ($r = .21$; $p < .01$) and age ($r = .11$; $p < .01$). Marital

status (r= -.04; n.s) and the education (r= -.10; n.s) of the employees have no relationship with the ERCS. WEG has no significant relationship with education (r=-.04; n.s). When it concerns the other control variables, WEG has a significant relationship with them.

Table 6.3: Correlation Table

Variables	Gen	Age	Edu	Ten	Mar. St.	OCM	EM	RE	TR	J.S	WEG	ERCS
Gen	1											
Age	- 253**	1										
Edu	-.059	.391**	1									
Org. Ten	-.103	.183**	.550**	1								
Mar. St.	-.092	.318**	.401**	.177*	1							
OCM	.012	-.150**	-.115**	-.013	-.117*	1						
EM	.094	-.285**	-.138**	.068	.026	.531**	1					
RE	-.067	-.041	-.009	.116*	.141**	.551**	.574**	1				
TR	-.066	-.081	-.073	.089	-.029	.593**	.615**	.658**	1			
J.S	.024	-.158**	.065	-.058	-.101	.273**	.232**	.365**	.419**	1		
WEG	.080	-.217**	-.041	.201**	-.152**	.460**	.661**	.643**	.646**	.375**	1	
ERCS	.215**	.115**	-.100	.213**	-.046	.394**	.654**	.673**	.691**	.230**	.766**	1

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

6.2 Hypotheses Test Result

The first 6 hypotheses (H1, H2, H3, H4, H5 and H6) are tested through the coefficient of correlations, because the dimensions of these hypotheses are supposed to relate to each other. H1 proposed that OCM has a positive relationship with WEG. Looking at the table 5.2, we can see that there is a significant relationship between these two dimensions (r= .46; p<.01). So, it means that H1 is supported. H2 proposed a positive relationship between Empowerment and WEG. The table 5.2 shows a significant relationship between these variables (r= .66; p<.01). So, the

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empowerment has a positive relationship with WEG. H2 is accepted. Next hypothesis is testing the relationship between Training and WEG. The result show that there is a significant relationship between them (r= .64; p<.01). H3 is also accepted. There is a significant relationship between Rewards and WEG (r= .64; p<.01). That is what H4 was proposing-the relationship between Rewards and WEG. H4 is accepted. H5 proposes a positive relationship between Job Security and WEG (r= .37; p<.01). H5 is supported. And the last hypothesis, referring to the relationship, is H6. It proposes a significant relationship between WEG and ERCS (r= .77; p<0.1). H6 is also supported.

6.3 The Mediating Table

Table 6.4: The Mediating Table

	Extra-role customer service					
Variables	β	t	β	t	β	t
Step1						
Gender	.24*	4.64	.27*	9.46	.25*	9.33
Age	-.02	-.30	.09	2.64	.10	3.33
Education	-.32*	-4.83	-.14*	-3.50	-.15*	- 4.13
Tenure	.41*	6.92	.21*	6.10	.15*	4.82
Marital status	.04	.66	-.12*	-3.58	-.04	-1.23
OCM			- .21*	-5.69	-.18*	- 5.31
EMP			.27*	6.68	.15*	3.76
REW			.41*	9.91	.29*	7.16
TRA			.41*	9.37	.34*	8.22
JS			- .08	- 2.38	-.11	- 3.51
WE					.35*	8.05
F	14.11		98, 26		112.15	
R^2 at each step	.17		.74		.78	
$\triangle R^2$			.57		.04	

Note: * p <.001 (2-tailed test)

The results of the hypotheses, referring the mediating role of WEG, are shown in Table 6.3. So, the first hypothesis, which refers to the mediating role of WEG, is H7. It proposes that WEG is playing a partial mediating role of the effects of OCM on

ERCS. The results in the table show that this hypothesis is accepted (β= .18; p<.001). H8 tested the partial mediating role of WEG of the effects of Empowerment on ERCS. According to the coefficients, shown in the Table 6.4, it is seen that H8 is also supported (β= .15; p<.001). H9 proposed that WEG is playing a partial mediating role of the effects of Training on ERCS. This hypothesis is also accepted, as the results on mediating table are significant (β= .34; p<.001). WEG partially mediates the effects of Rewards on frontline employees' ERCS; this is what H10 proposed. The results for this hypothesis is also significant (β= .29; p<.001). H10 is supported. And the last hypothesis proposed the partial mediating role of WEG of the effects of Job Security on ERCS (β= .11; p<.001). H11 is accepted.

So, the results of the study show that OCM, and four indicators of HPWP (empowerment, training, rewards, and job security), which are taken as individual variables in the conceptualized model, have significant relationship with WEG. Besides, WEG has a positive significant relationship with ERCS.

Table 6.5: Hypotheses Tested

H1	OCM→WEG	SUPPORTED
H2	EMPOWERMENT→WEG	SUPPORTED
H3	TRAINING→WEG	SUPPORTED
H4	REWARDS→WEG	SUPPORTED
H5	JOB SECURITY→WEG	SUPPORTED
H6	WEG→ERCS	SUPPORTED
H7	OCM→WEG→ERCS(partial)	SUPPORTED
H8	EMPOWERMENT→WEG→ERCS(partial)	SUPPORTED
H9	TRAINING→WEG→ERCS(partial)	SUPPORTED
H10	REWARDS→WEG→ERCS(partial)	SUPPORTED
H11	JOB SECURITY→WEG→ERCS(partial)	SUPPORTED

When it comes to mediating role of WEG, the results showed that WEG is mediating the effects of 1) OCM, 2) Empowerment, 3) Training, 4) Rewards, 5) Job Security, on ERCS. Hence, all the hypotheses are supported.

Chapter 7

CONCLUSION AND IMPLICATION

7.1 Conclusion

This study focused on mediating role of the WEG of the frontline employees. The aim of this research thesis was to investigate if the WEG can bring to the ERCS through motivational factors, such as OCM and the indicators of HPWP, as manifested by training, empowerment, rewards and job security. All four indicators of HPWP were taken as independent variables in the conceptualized model. The Chapter 4 showed the model of the study, which consists of three parts: the first part is motivational factors (OCM, training, empowerment, rewards and job security), which have a direct relationship with WEG (H1, H2, H3, H4, and H5); second part is WEG, which has an influence on the ERCS (H6). Besides, WEG plays a mediating role in the model; so the WEG is a mediator of the effects of OCM and the indicators of HPWP on ERCS (H7, H8, H9, H10, and H11). The third part is job outcome, which is ERCS.

It was proposed, that if the employees in the organization are provided with favorable job conditions, and the management of the hotels are taking care of their employees and their well-being, the employees in turn will engage in their jobs. The factors that were taken in this study as the ones, which can motivate the employees, were OCM and four indicators of HPWP. The employees, who are highly engaged in their job, and feel motivated to work, will be able to display ERCS.

Bettencourt et. al (1997) mentioned about the important role of employees in the organization, who are able to provide ERCS. As a service-oriented industry, the hotels are always providing service to the customers. As in today's competitive market environment with pool of discerning customers, who are aware and experienced so many products, the hotels must motivate their employees to work harder and engage in the work, in order to meet the satisfaction of the customers. The employees in the organization, who are able to perform duties that go beyond their job description, are automatically bringing success to the organization by satisfying, and even delighting the customers. Satisfied customers are eager to return, and stay loyal to the organization, and spread a positive word-of-mouth.

All the hypotheses of the research thesis were accepted and supported. WEG fully mediated the effects of OCM and job security, and partially mediated the effects of empowerment, rewards, and training.

7.2 Managerial Implications

According to the results of hypotheses, there are some recommendations to the managements of hotels in Baku, Azerbaijan. Firstly, the management has to understand the importance of motivating the employees. Creating a good, favorable working atmosphere will motivate the employees to display the job tasks and job duties effectively. Frontline employees in the service organizations, including the hotels, are playing a relevant and significant role. They are the ones who show the overall performance of the organization, including service delivery, service recovery, and customer-complaint handling processes. Besides, taking in consideration that the hotel employees are working in very difficult working conditions, taking care of their well-being and motivating them is a must. So, the management doesn't have to

exclude the fact that the employees who see that their management creates good job conditions for them, will in turn bring positive results to the organization. Taking care of the career advancement of the employees, providing the employees with training and retraining programs, enhancing the reward system in the organization, giving the authority to the employees to make decisions and solve the customers' complaints and dissatisfaction independently, and ensuring the employees that they have a stable employment in the organization, will make them loyal to the organization. The employees who trust their organization and their management are likely to remain in the organization. Management of many successful hotel chains all over the world are implementing different strategies in order to make their employees happy, and to enhance the performance, service excellence and service quality of their organization. For example, the Ritz-Carlton hotel's managers are gathering the employees every day for 15 minutes "line-up". During these gatherings they are resolving the problems, and spend time on remaining the "wow moments" that the customers experienced in the hotel. The aim of telling and discussing the "wow stories" the managers communicate what they expect from their employees, Ladies and Gentleman, all around the world. So it means, besides the training programs, they are communicating with the employees every day. The management must establish and maintain a good working environment for their employees in order to make them engage in their work. Work engaged employees are involving to their job and are able to do multiple tasks. They are involved in the work so much, that forget about everything; so, the productivity enhances in the organization. Hence, if the management of the hotels will create good job atmosphere for the frontline employees, the employees will engage in their work, and will be able to display extra role service.

So, if the management wants its hotel and hotel staff to be successful, its customers to be satisfied and happy, it has to satisfy and make happy the employees in the organization firstly. The happy employees will be embedded to their organization and their management, and will display a good performance,

7.3 Limitations and Future Research

Like all the studies, this research thesis also has limitations. The first limitation refers to data collection. The data collection was distributed without a time lag. In the next research studies it is better to develop questionnaires, which will be distributed with the time lag.

Second, in the next studies other indicators of HPWP can be taken and included into a conceptual model. This research study took only four indicators of HPWP, but further selective staffing, teamwork and career opportunities can be investigated.

The next limitation of this research thesis is the location where the data collection has been done. The survey was distributed to the hotels in Baku, but further other cities can be taken in consideration.

Because of the lack of time, only 3 items were taken in order to operationalize OCM in the study. In the future, it is recommended to take other items from this variable for the better survey.

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APPENDIX

Appendix A: Sample Questionnaire

Dear Respondent:

The aim of this study is to understand your perceptions regarding your organization and you management. Therefore, we will be very happy that you fill the survey accurately and independently.

The information, collected during this research, will be kept in confidential.

We strongly appreciate your time and participation in our research very much.

If you have any questions regarding the research, you can contact with our research team

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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

Organizational Career Management

Our hotel concerns career development	1	2	3	4	5
Our hotel practices career appraisal	1	2	3	4	5
Our hotel offers career	1	2	3	4	5

High-Performance Work Practices

I am allowed to do almost anything to do a high-quality job(empowerment)	1	2	3	4	5
I have the authority to correct problems when the occur(empowerment)	1	2	3	4	5
I have a lot of control over how I do my job(empowerment)	1	2	3	4	5
I do not need to get the management's approval before I handle the problems(empowerment)	1	2	3	4	5
I am encouraged to handle customer problems by myself(empowerment)	1	2	3	4	5
I can take charge of problems that require immediate attention(empowerment)	1	2	3	4	5
If I improve the level of service I offer customers, I will be rewarded(rewards)	1	2	3	4	5
The rewards I receive are based on customer evaluations of service(rewards)	1	2	3	4	5
I am rewarded for serving customers well(rewards)	1	2	3	4	5
I am rewarded for dealing effectively with customer problems(rewards)	1	2	3	4	5
I am rewarded for satisfying complaining customers(rewards)	1	2	3	4	5
I receive continued training to provide good service(training)	1	2	3	4	5
I received extensive customer service training before I came into contact with customers(training)	1	2	3	4	5
I receive training on how to serve customers better(training)	1	2	3	4	5
I receive training on how to deal with complaining customers(training)	1	2	3	4	5

I receive training on dealing with customer problems(training)	1	2	3	4	5
I was trained to deal with customer complaints(training)	1	2	3	4	5
The hotel employees can expect to stay in the organization for as long as they wish(job security)	1	2	3	4	5
Job security is almost guaranteed to the employees in this organization(job security)	1	2	3	4	5
If this company were facing economic problems, the employees in this organization (job security)would be the last	1	2	3	4	5

Work Engagement

At my work, I feel bursting with energy.	1	2	3	4	5
I find the work that I do full of meaning and purpose.	1	2	3	4	5
Time flies when I am working	1	2	3	4	5
I am enthusiastic about my job.	1	2	3	4	5
When I am working, I forget everything else around me	1	2	3	4	5
My job inspires me.	1	2	3	4	5
I am proud of the work that I do	1	2	3	4	5

Extra-role customer service

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
I frequently go out the way to help a customer.	1	2	3	4	5

SECTION II.
Demographic Characteristics of Respondents

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Gender
Male
Female

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

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:
4 Stars
5 Stars