

The Effect of Organization Mission Fulfillment on Emotional Exhaustion and Job Outcomes

Rashin Kaviti

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Approval of the Institute of Graduate Studies and Research

Prof. Dr. Serhan iftiođlu
Acting Director

I certify that this thesis satisfies the requirements as a thesis for the degree of Master of Science in Tourism Management.

Prof. Dr. Hasan Kılı
Dean, Faculty of Tourism

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Master of Science in Tourism Management.

Prof. Dr. Osman M. Karatepe
Supervisor

Examining Committee

1. Prof. Dr. Osman M. Karatepe

2. Prof. Dr. Hasan Kılı

3. Asst. Prof. Dr. Mine B. Haktanır

ABSTRACT

The purpose of this thesis is to develop and test a conceptual model that examines the effect of organization mission fulfillment on emotional exhaustion, turnover intentions, lateness attitude, job performance, and extra-role customer service. Data collected from employees in the international five-star chain hotels in Dubai, the tourism center in the United Arab Emirates. These frontline employees had frequent face-to-face or voice-to-voice interactions with customers. This study used a time lag of two weeks. Data relating to performance variables were obtained from the immediate supervisors of these employees.

The results revealed that emotional exhaustion mediated the effect of organization mission fulfillment on turnover intentions, lateness attitude, job performance, and extra-role customer service. That is, employees' perceptins of organization mission fulfillment reduced their emotional exhaustion. In this case, employees displayed lower turnover and lateness intentions, while they had higher performance in the workplace. Based on the aforementioned findings, management implications were given and limitations of the study and future research directions were provided.

Keywords: Emotional Exhaustion; Extra-Role Customer Service; Job Performance; Lateness Attitude; Organizational Mission; Turnover Intentions

ÖZ

Bu tezin amacı, işletmede tanımlanmış olan misyonunun yerine getirilmesinin duygusal yorgunluk, işten ayrılma niyeti, işe geç kalma eğilimi, iş performansı ve ekstra role performansı üzerinde etkisini araştıran kavramsal bir modelin geliştirilmesi ve test edilmesidir. Bu ilişkilerin ölçülmesinde kullanılan veri Birleşik Arap Emirlikleri'nin turizm merkezi olan Dubai'deki uluslararası beş yıldızlı zincir otellerde faaliyet gösteren işgörenlerden toplanmıştır. Bu çalışanlar, müşterilerle yoğun bir şekilde birebir iletişimde olan kişilerdir. Değişkenler arası kullanılan zaman aralığı iki haftadır. İşgören performansına ilişkin veri, her bir işgörenin bağlı olduğu yöntemlerinden toplanmıştır. Çalışmanın bulguları, duygusal yorgunluğun işletmede tanımlanmış olan misyonun işten ayrılma niyeti, işe geç kalma eğilimi, iş performansı ve ekstra role performansı üzerinde bir aracı rol oynadığını göstermiştir. Şöyle ki, misyonun başarılması işgörenlerin duygusal yorgunluğunu azaltmıştır. Bu durumda, işgörenlerin işten ayrılma niyeti ve işe geç kalma eğilimi azalmış, iş performansı ve ekstra rol performansında artma meydana gelmiştir.

Yukarıda verilen bulgular doğrultusunda yönetsel belirlemeler üzerinde durulmuş, araştırmanın sınırları ve gelecek araştırmalar için belirlemeler verilmiştir.

Anahtar Kelimeler: Ekstra İş Performansı; Duygusal Yorgunluk; İşe Geç Kalma Niyeti; İşletme Misyonu; İşten Ayrılma Niyeti; İş Performansı

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Chapter 1

INTRODUCTION

1.1 Philosophy

The thesis proposes and tests a model that comprises several relationships. Specifically, this thesis gauges emotional exhaustion (EE) as a mediator of the effect of organization mission fulfillment (OMF) on turnover intentions (TI), lateness attitude (LA), job performance (JP), and extra-role customer service (ERCS). Data acquired from hotel customer-contact employees (CCE) with a TL of 2 weeks and their immediate superintendents in Dubai, the United Arab Emirates (UAE), are used to gauge these relationships. As can be understood from the abovementioned information, this thesis uses deductive approach. What is written here is consistent with what should be understood from deductive approach. For example, deductive approach relates to the development of logical relationships among variables and then providing support for the relationships through gathering firm empirical evidence (Neuman, 2006). Of course, this study could have conducted a qualitative approach. However, model development and testing requires such a methodology, which is in line with other similar studies (e.g., Karatepe & Choubtarash, 2014; Suh, Houston, Barney, & Kwon, 2011).

1.2 Purpose and Contribution

Preparing and implementing a strategic plan effectively is important to organizational survival and success in today's competitive marketplace. A

strategic plan consists of one important tool to motivate and guide employees' behaviors. This tool is 'mission statement'. Mission statements motivate and guide employees' behaviors and give messages to the stakeholders about the organization. According to David (2013), an effective mission statement should be prepared in light of several criteria such as customers, products, markets, technology, profitability, philosophy, self-concept, public image, and employees. Otherwise, the stakeholders may not be able to receive significant information and messages about why the company exists in the market environment and about what the company tries to achieve in the marketplace.

Management that enables employees to participate in the preparation of mission statements and provide feedback about the aforementioned criteria can have a pool of employees who will own the mission statement. By doing so, management can fulfill its mission statement. OMF refers to "the state in which an organization consistently acts (publicly and privately) in a manner that is congruent with and leads to the fulfillment of its corporate mission statement, that is, its fidelity to, versus violation of, its professed mission" (Suh et al., 2011, p. 77). Employees are less exhausted (both physically and emotionally) when they observe that management tries to do its best to fulfill its mission statement. Such employees in turn should display positive job outcomes, because they are motivated by OMF. These outcomes can be 'low levels of tardiness', 'reduced TI', and 'high levels of performance outcomes'.

LA, TI, JP, and ERCS are the job outcomes of OMF and EE selected in this empirical investigation. LA and TI result in substantial intangible costs such as

delivery of poor services and increased customer loss rate (e.g., Alexandrov, Babakus, & Yavas, 2007; Karatepe & Choubtarash, 2014). Management expects frontline employees to display in-role (IRP) and extra-role performances (ERPs) so that customer satisfaction and loyalty can be achieved (cf. Karatepe, 2013a).

Against this background, this thesis puts forward and tests a theoretical model that examines EE as a mediator of the effect of OMF on TI, LA, JP, and ERCS. Broadly speaking, this thesis tests: (1) the association between OMF on EE; (2) the impact of EE on TI, LA, JP, and ERCS; and (3) EE as a mediator in the relationships mentioned above.

By investigating the abovementioned relationships, this thesis contributes to current knowledge as follows. First, it is important to understand what factors are quite effective to motivate frontline employees and enhance their performance in the workplace, since their attitudes and behaviors shape customers' perceptions of service quality and effective service recovery (Babakus, Yavas, & Ashill, 2011). However, empirical research about what is known regarding the outcomes of OMF and its plausible effects on EE in frontline service jobs is sparse. In fact, OMF can be "a potential tool for internal marketing" which is mostly neglected in the body of literature (Suh et al., 2011). Therefore, this empirical study measures the effect of OMF on EE, LA, TI, JP, and ERCS. Second, LA and TI are the critical job outcomes that lead to substantial costs for organizations (Karatepe & Karadas, 2014; Magnini, Lee, & Kim, 2011). Therefore, it is important to examine factors influencing employees' LA and TI. Third, the results of this study will yield practical recommendations for managers.

1.3 Methodology of the Study

1.3.1 Sampling Strategy and Data Collection

Data were collect from CCE with a TL of 2 weeks and their immediate managers in the international five-star chain hotels in Dubai, the UAE. Judgmental sampling was used in this study. It denotes the selection of individuals that are considered to be typical of the targeted population, "assuming that errors of judgment in the selection will tend to counterbalance one another" (Judd, Smith, & Kidder, 1991, p. 136). Therefore, employees who had intense interaction with customers and employ a large amount of their time in service delivery and complaint-handling processes were selected.

Data were collected via one of the senior researchers of a marketing research firm in the UAE. Such data collection is consistent with other research (e.g., Karatepe & Tizabi, 2011). Management of 10 hotels having mission statements accepted to participate in the empirical study. All questionnaires had information about issues of confidentiality and anonymity.

1.3.2 Measurement

This study used four different types of questionnaires. Specifically, the T I, T II, T III, and Sup Quest-s were used to collect data. Such data were gathered from hotel CCE with a time lag (TL) of 2 weeks and their immediate superintendents to diminish common method bias (CMB). Controlling CMB is important, because it results in measurement inaccuracy that can confound the association between the constructs (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). T I questionnaire included the OMF measure and respondents' demographic information such as age,

gender, EDUC, ORGT, and MS, while the T II questionnaire included the EE measure. The T III questionnaire included the LA and TI measures. The JP and ERCS constructs were measured in the supervisor instrument.

Six items obtained from Suh et al. (2011) were used to measure OMF, while eight items taken from Maslach and Jackson (1981) were used to measure EE. Nine items came from Foust, Elicker, and Levy's (2006) study to measure LA. This study utilized the items from Singh, Verbeke, and Rhoads (1996) for TI, Babin and Boles (1998) for JP and Bettencourt and Brown for JP (1997).

Responses to items in OMF, EE, TI, JP, and ERCS were rated on a five-point scale. Responses to items in LA were rated through a seven-point scale.

All items in the T I, T II, T III, and superintendent surveys were set up in light of the back-translation method (McGorry, 2000). These questionnaires were assessed separately with five employees and the superintendent questionnaire was evaluated with five superintendents as a pilot sampling. No changes in the questionnaires were made, because respondents considered the items straightforward.

1.3.3 Data Analysis

This study reports the results about respondents' profile based on frequency analysis. The present study provides results about means and standard deviations of observed variables as well as their correlations based on Pearson product-moment correlation. This study also uses Anderson and Gerbing's (1988) two-step approach. In the first step, the measurement model is tested in terms of convergent and discriminant validity as well as composite reliability using confirmatory factor analysis (CFA)

(Anderson & Gerbing, 1988; Bagozz & Yi, 1988; Fornell & Larcker, 1981). The second step includes a test of the relationships among study constructs using structural equation modeling (SEM). The structural model is compared with an alternative model. These analyses are employed through LISREL 8.30 (Joreskog & Sorbom, 1996). Sobel test is employed for significance of the mediating results.

1.4 Outline of the Thesis

The second chapter provides a discussion of Conservation of Resources (COR) model (Hobfoll, 1989) used to develop hypotheses. The second chapter gives detailed information about study variables used in this empirical study.

The third chapter is about the presentation of the conceptual model and research hypotheses. Specifically, the third chapter provides information about how the study hypotheses are developed.

The fourth chapter is about methodology.

The fifth chapter is about the presentation and interpretation of the results. The results about respondents' profile, means, standard deviations (SD), and relationships of observed constructs, and measurement and structural model are given in this chapter. This is followed by discussion chapter. That is, the sixth chapter consists of discussion of findings, management implications, and methodological concerns. The thesis includes the last chapter, which is called conclusion.

Chapter 2

LITERATURE REVIEW

This chapter gives information about OMF, which is a relatively new construct and under researched in the hospitality management literature. This chapter also gives information about EE, which is influenced by OMF. This is followed by outcomes of OMF and EE. These outcomes are LA, TI, JP, and ERCS. COR theory is also used to develop several relationships among study variables.

2.1 Mission Statement

In today's competitive market setting, each organization should prepare a mission statement that explains the reason for the existence of the company. Such mission statement is expected to be prepared according to some criteria such as philosophy, employees, product, market, and growth and profitability. It is also important to make employees get involved in this process (David, 2013). If employees find that they contribute to something which significant, then they will own it and try to achieve organizational objectives in light of the mission statement of the company (Suh et al., 2011). However, it is important to note that companies without proper mission statements are unable to motivate their employees who are expected to perform effectively. In addition, management shares the mission statement of the company with newcomers to show that it really considers employees as strategic partners and expects them to learn the mission statement.

2.1.1 Organization Mission Fulfillment

As mentioned above, OMF is a relatively novel variable that has not received sufficient empirical attention. When employees perceive that management tries to achieve its mission statement by investing in human resources, technology, and brand name, then they should experience reduced stress and strain and demonstrate positive job outcomes. In other words, they should experience less stress and EE and have positive job outcomes such as reduced TI and LA, effective in-role and extra-role performance, and lower absenteeism. However, if there is a conflict between the organization' mission statement and employees' expectations, then the availability of mission statement does not motivate them (Suh et al., 2011).

Management trying to achieve its mission statement through employees' efforts in the workplace should make sure that employees contribute to the preparation of the mission statement, understand and own it, and use it for accomplishing organizational objectives (David, 2013; Suh et al., 2011). Adherence to the mission statement leads to retention of employees (Moncarz & Zhao, 2009). Talented employees who are new or current are likely to remain in the organization, because they feel that the organization considers the critical role of frontline employees in the accomplishment of its mission statement.

2.2 Emotional Exhaustion

Maslach, Schaufeli, and Leiter (2001) state that burnout (BURN) is a psychological syndrome in response to chronic stressors on the job. Employees and their managers want to avoid burnout, because it is a dysfunctional condition for the organization and employees. Burnout has three dimensions or components: EE, cynicism

(depersonalization), and reduced efficacy (diminished personal accomplishment) (Maslach & Jackson, 1981; Maslach et al., 2001).

EE is the first phase of the BURN condition and results in depletion of emotional resources and energy for frontline employees. According to Cordes and Dougherty (1993, p. 623):

Emotional exhaustion is characterized by a lack of energy and a feeling that one's emotional resources are used up. This compassion fatigue may coexist with feelings of frustration and tension as workers realize they cannot continue to give of themselves or be as responsible for clients as they have been in the past. A common symptom is dread at the prospect of returning to work for another day.

It is obvious that employees are incapable of having concentration on their work due to lack of energy and emotional resources as well as frustration and tension. Therefore, such employees have negative job outcomes.

The cynicism component is defined as “a negative, callous, or excessively detached response to various aspects of the job”, while reduced efficacy refers to “feelings of incompetence and a lack of achievement and productivity at work” (Maslach et al., 2001, p. 399). Though there are empirical studies investigating the three dimensions of burnout (i.e., cynicism and reduced efficacy or depersonalization and diminished personal accomplishment), EE is reported to be related to a number of job outcomes consistently (Alarcon, 2011).

2.3 Job Outcomes

This section includes the negative or undesirable job outcomes of employees who often experience high levels of EE. These job outcomes are IRP, ERP, job satisfaction, organizational commitment, TI, and LA.

2.3.1 In-Role Performance

In-role performance refers to a number of job-related tasks in a job description each frontline employee has to fulfill. According to Babin and Boles (1998), it is defined as “the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes” (p. 82). There are a number of factors enhancing or reducing employees’ in-role performance in the workplace. For example, Karatepe (2011) showed that exhaustion was a detrimental work-related strain for in-role performance among hotel CCEs in Iran. Karatepe (2013a) indicated that TRAIN, EMPOW, and REWs as the indicators of high-performance work practices (HPWPs) positively influenced job performance (JP) through work engagement (WE) among hotel CCEs in Romania.

In addition, Li, Sander’s, and Frenkel’s (2012) study reported that WE fully mediated the relationship between leader-member exchange and JP for a sample of CCE in China. Ng, Sambasivan, and Zubaidah (2011) reported that EE reduced job performance through job satisfaction among flight attendants in Malaysia. In a study of CCE in Taiwan, Chiang and Hsieh (2012) found that psychological empowerment enhanced job performance, while perceived organizational support mitigated job performance. In short, it is imperative for management to have and foster sustain a work setting where CCEs have job resources or HPWPs that result in high levels of in-role performance.

2.3.2 Extra-Role Performance

Successful or leading service companies such as the Ritz-Carlton Hotel, Singapore Airlines and Four Seasons Hotel retain a pool of talented employees who display high levels of ERP to be able to exceed customers' expectations (Karatepe & Vatankhah, 2014; Solnet, Kandampully, & Karlj, 2010). According to Bettencourt and Brown (1997), extra-role performance or ERCS delineates CCEs' behaviors during the service encounters. However, these behaviors are not shown in their formal job description.

Not surprisingly, it appears that management of leading companies often provides their employees with various job resources or HPWPs (e.g., training, empowerment, rewards, teamwork) so that employees are motivated to perform at elevated levels. Empirically, TRAIN, EMPW, and REW as the indicator of HPWPs fostered WE that consequently led to higher extra-role performance (Karatepe, 2013a). Chen and Kao's (2012) study carried out with flight attendants in Taiwan showed that work engagement increased extra-role performance, while burnout diminished extra-role performance. To be capable of retaining a pool of employees who can exhibit extra-role performance, management has to make sure that employees often receive a number of HPWPs based on organizational standards and can cope with problems arising from stressors (e.g., role ambiguity) and strain (e.g., EE).

2.3.3 Job Satisfaction

According to Locke (1969), job satisfaction (JS) points out "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (p. 316). An examination of present research

acknowledges that there are a number of empirical studies associated with JS. These studies provide evidence regarding factors influencing CCEs' JS.

Empirically, in a study of hotel CCEs in Taiwan, Yang (2010) found that role conflict and burnout influenced job satisfaction deleteriously, while socialization and autonomy increased JS. In a study of flight attendants in South Korea, Kim and Back (2012) indicated that organizational support as well as self-efficacy fostered job satisfaction, while emotional dissonance reduced job satisfaction through burnout. Yeh (2013) demonstrated that tourism involvement influenced job satisfaction directly and indirectly through work engagement among hotel CCEs in Taiwan. Yeh's (2014) study among flight attendants in Taiwan showed that organizational innovation, supervisor support, and empowerment influenced job satisfaction through employee advocacy.

2.3.4 Organizational Commitment

There are three components of organizational commitment: affective commitment, normative commitment, and continuance commitment. Meyer, Stanley, Herscovitch, and Topolnytsky (2002) define affective commitment as "...denoting an emotional attachment to, identification with, and involvement in the organization" and continuance commitment as "...denoting the perceived costs associated with leaving the organization" (p. 21). Normative commitment refers to "...a perceived obligation to remain in the organization." (Meyer et al., 2002, p. 22). Extant research shows that affective commitment is the component of organizational commitment that has received considerable empirical attention.

Lee and Ashforth's (1996) past meta-analytic study showed a negative

association between EE and organizational commitment. Karatepe, Yavas, and Babakus (2007) provided evidence regarding the positive effects of job resources (i.e., training, empowerment, rewards, and supervisor support) on organizational commitment among hotel CCEs in Turkey. Moon, Hur, and Jun (2013) showed that EE had a detrimental impact on flight attendants' organizational commitment. Yeh (2014) reported that organizational innovation, supervisor support, and empowerment were positively related to organizational commitment through employee advocacy.

2.3.5 Turnover Intentions

High employee turnover is a setback in the hospitality industry (Karatepe & Karadas, 2014; Magnini et al., 2011), and management of hospitality companies has to have an understanding of how this problem can be handled or minimized. TI predicts actual turnover. Therefore, it is important to ascertain factors influencing CCEs TI.

In empirical terms, Karatepe et al.'s (2007) study presented evidence that both customer orientation and job resources alleviated CCE' TI. Karatepe and Aleshinloye (2009) reported that both emotional dissonance and EE were significant predictors of EE among hotel CCEs in Nigeria. Moon et al. (2013) indicated that EE negatively affected TI through organizational commitment. Cho, Choi, and Lee (2014) found that role conflict, role ambiguity, and role overload influenced TI directly and indirectly through EE among CCE in the airline industry in Korea. In a study of hotel CCEs in Romania, Karatepe and Karadas (2014) showed a positive relationship between family-work conflict and TI. As mentioned before, management has to offer a resourceful work environment where CCEs can handle

problems emerging from stressors and strain.

2.3.6 Lateness Attitude

LA is one of the job outcomes that has received little empirical attention in the hospitality management literature. LA leads to tardiness, which is a significant problem for companies (Foust et al., 2006). Specifically, employees who show that they have intentions to be late for work are likely to erode productivity. LA is also likely to demoralize other employees in the same organization.

2.4 Conservation of Resources Theory

This empirical investigation considers JP, ERCS, TI, and LA as job outcomes of hotel CCEs. That is, this study contends that EE mediates the effect of OMF on JP, ERCS, TI, and LA. COR theory can be used to develop these relationships. COR theory proposes that objects, personal characteristics, conditions, and energies individuals acquire and protect (Hobfoll, 1989). They use such resources to manage a number of problems or difficulties associated with stress and/or strain (Karatepe, 2011). However, when individuals lose their limited resources or receive no return as a result of investment of these resources, they feel exhausted (Suh et al., 2011). Accordingly, when employees find that the organization does not live up to its mission and is not committed to service standards, they feel exhausted. Such employees will also have negative job outcomes, because they lose their resources and experience high levels of EE (Lee & Ashforth, 1996). The abovementioned relationships clearly denote EE as a mediator in the relationships mentioned above.

Chapter 3

RESEARCH HYPOTHESES

3.1 Model

The relationships to be tested in this empirical investigation are shown in the model in Figure 1. That it is employees who perceive that the organization tries to live up to its mission statement are less emotionally exhausted. Employees with lower EE display reduced intentions to leave the organization, have lower LA, and demonstrate higher JP and ERCS. In simple terms, EE fully mediates the influence of OMF on TI, LA, ERCS, and JP.

The control variables include age, gender, EDUC, ORGT, and MS. Treating them as control variables is important, because they may depict significant relationships with study constructs and result in statistical confounds. (e.g., Karatepe & Choubtarash, 2014; Karatepe & Uludag, 2008a; Suh et al., 2011).

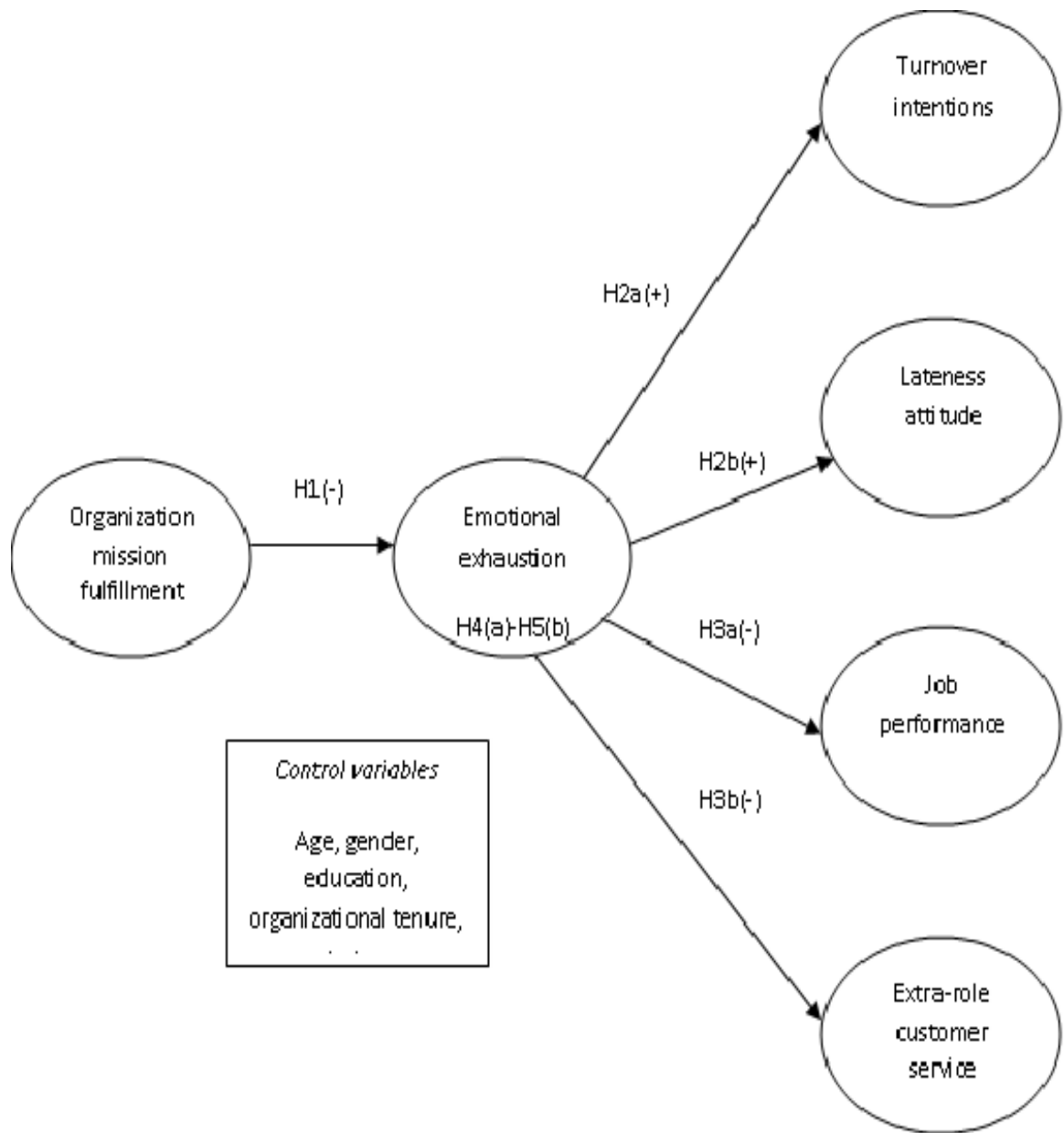


Figure 1: Model

3.2 Hypotheses

3.2.1 The OMF-EE Relationship

COR theory presents guidelines to develop the relationship between OMF and EE. According to COR theory, individuals seek to achieve and retain resources such as objects, personal characteristics, conditions, and energies (Hobfoll, 1989). These resources address various problems or difficulties drawn from stress and/or strain (Karatepe, 2011). However, when individuals lose their limited resources or receive no return as a result of investment of these resources, they are exhausted (Suh et al., 2011). When employees find that the organization does not make decisions to fulfill its mission and is not committed to service standards, they feel exhausted.

There is only one empirical study indicating that OMF is significantly and negatively related to EE. That is, Suh et al. (2011) found evidence in the healthcare industry that OMF had a significant negative influence on EE.

Accordingly, we advanced the hypothesis as follows:

H1: OMF will be negatively related to CCEs' EE.

3.2.2 The EE-Job Outcomes Relationship

A review of the hospitality management literature designates that as a work-related strain, EE heighten employees' TI. As Lee and Ashforth (1996) argue, employees have negative job outcomes as a consequence of resource loss and EE. Empirically, Karatepe and Aleshinloye (2009) reported that EE triggered TI. Yavas, Karatepe, and Babakus's (2013) study conducted among CCE in Northern Cyprus demonstrated that EE increased TI. Recently, Karatepe and Choubtarash (2014) reported that EE had a noteworthy positive effect on TI among ground staff

employees in the airline industry in Turkey. Though there are empirical studies that provide support for the relationship between EE and TI, there seem to no empirical studies about the effect of EE on LA in frontline service jobs. However, this study develops this relationship based on the tenets of COR theory. That is, employees who feel EE at elevated levels will display intentions to be late for work. This is due the fact that such employees have no longer adequate resources to deal with various problems associated with EE in the workplace (Lee & Ashforth, 1996).

Based on the tenets of COR theory and empirical evidence given above, we offer these hypotheses:

H2: EE will be positively related to CCEs' (a) TI and (b) LA.

It appears that there are empirical studies that provide mixed findings about the relationship between EE and JP. Specifically, Advani, Jagdale, Garg, and Kumar (2005) showed that EE aggravated employees' JP. Likewise, Karatepe and Uludag (2008a) showed that EE was one of the burnout dimensions fostering CCE' JP in the Northern Cyprus hotel industry. On the other hand, Karatepe and Aleshinloye (2009) found no significant relationship between the two constructs. According to the results reported by Cropanzano, Rupp, and Byrne (2003), EE reduced employees' JP and organizational citizenship behaviors.

Despite such inconsistent findings, there are recent empirical studies that seem to provide support for the relationship between EE and JP. For example, in his empirical study conducted with hotel CCE in Iran, Karatepe (2011) found that exhaustion eroded in-role performance. In his recent study, Karatepe (2013b)

also reported that EE diminished JP among hotel CCEs in Romania. Similar to these studies, Yavas, Babakus, and Karatepe's (2013) study conducted with bank CCEs in Northern Cyprus showed that EE reduced both in-role and ERPs.

As mentioned before, COR theory also provides guidance for the developing these relationships. That is, employee report poor JP and ERCS, because they are devoid of adequate resources to cope with EE in the workplace. Therefore, they display negative job outcomes.

Accordingly, the following hypotheses are advanced:

H3: EE will be negatively related to CCEs' (a) JP and (b) ERCS.

3.2.3 EE as a Mediator

The previously mentioned hypotheses address the mediating role of EE. Specifically, employees who are emotionally exhausted due to mission statement failures display negative job outcomes. These job outcomes include TI, LA, and poor IR and ERPs. Under these circumstances, employees are unwilling to invest their limited resources to deal with problems connected to EE. Consequently, they display the abovementioned negative job outcomes as a result of resource loss and EE.

There are various empirical studies focusing on the mediating role of EE. For example, Suh et al.'s (2011) study provided support for EE as a mediator of the impact of OMF on TI. Karatepe (2013b) reported that EE fully mediated the effects of work overload and conflicts in the work-family interface on job embeddedness and JP. Karatepe and Choubtarash (2014) showed that EE had a full

mediating role in the relationship between emotional dissonance and job outcomes such as TI and absenteeism.

Hence, we offer these hypotheses:

H4: EE will fully mediate the effect of OMF on (a) TI and (b) LA.

H5: EE will fully mediate the effect of OMF on (a) JP and (b) ERCS.

Chapter 4

METHODOLOGY

4.1 Deductive Approach

The constructs are the main pillars within deductive theory as the researcher develops and evaluates deductions out of the constructs that are empirically tested according to a theory (Graziano & Raulin, 1993).

In light of the information given above, this thesis uses deductive approach. This is due to the fact that this research puts forward and examines a model that investigates EE as a mediator in the relationships mentioned above. The hypotheses were advanced based on COR theory and empirical evidence in the literature. To test these hypotheses, data are collected from CCEs in the international five-star chain hotels in Dubai, the UAE. Model development and testing requires deductive approach which is noticed in a couple of similar empirical studies (e.g., Karatepe, 2013a, b; Moon et al., 2013; Suh et al., 2011).

4.2 Sample and Procedure

This empirical study uses judgmental sampling. Judgmental sampling is a non-probability sampling technique. In this sampling, “the sample elements are selected because it is believed that they are representative of the population of interest” (Churchill, 1995, p.582). Accordingly, this study collects data from Arab frontline employees (e.g., front desk agents, guest relations representatives, reservations

agents, concierges) and their immediate supervisors in the international five-star chain hotels in Dubai, the UAE. Data were collected through one of the senior researchers of a marketing research agency in Dubai. The researcher ensured that each hotel had its own mission statement and employees working in each hotel were aware of this mission statement. These employees had frequent contact with customers and were supposed to deal with a number of customer requests and problems. In total, the researcher was able to receive permission from management of 10 hotels for data collection.

4.3 Measurement

This thesis utilized a number of well-established scale items to measure study constructs. OMF was measured through six items from Suh et al. (2011). EE was measured through eight items from Maslach and Jackson (1981). TI was measured via three items from Singh et al. (1996). The LA scale developed by Foust et al. (2006) was used to measure CCEs' perceptions of LA. This scale included nine items. This study utilized the items from Singh, Verbeke, and Rhoads (1996) for TI, Babin and Boles (1998) for JP and Bettencourt and Brown for JP (1997). The performance items were assessed by CCEs' immediate supervisors, while other items belonging to OMF, EE, TI, and LA were based on self-report data.

Responses to items in OMF, EE, TI, JP, and ERCS included a five-point scale that ranged from 5 (*strongly agree*) to 1 (*strongly disagree*). Responses to items in LA included a seven-point scale that ranged from 7 (*strongly agree*) to 1 (*strongly disagree*). The control variables were age, gender, EDUC, ORGT, and MS. Gender and MS were coded as binary variables. Age and ORGT were measured in four

categories, while EDUC was measured in three.

The T I, T II, T III, and Sup Quest-s were prepared according to the directions of the back-translation method (McGorry, 2000). For the understandability of items, each questionnaire was tested with different pilot samples. That is, all questionnaires were tested three different times with five CCEs, while the superintendent questionnaire was evaluated with five superintendents as a pilot test. All respondents accurately understood the items. Therefore, the questionnaires were not altered.

4.4 Data Analysis

Frequency analysis was used to provide information about respondents' profile such as age, gender, EDUC, ORGT, and MS. In this thesis, means and standard deviations of observed variables were addressed. Correlations among these variables were also shown. To do this, Pearson product-moment correlation analysis was employed.

This thesis used Anderson and Gerbing's (1988) two-step approach. This is consistent with other writings (e.g., Karatepe & Vatankhah, 2014; Kim, 2011). That is, the measurement model was tested in the first step. This included the assessment of convergent and discriminant validity as well as composite reliability through confirmatory factor analysis (Anderson & Gerbing, 1988; Bagozzi & Yi, 1988; Fornell & Larcker, 1981). The second step included the assessment of hypotheses in the structural model through SEM. The model proposed in this study was compared with an alternative model. Sobel test was also used for the assessment of the significance of the mediating effects. Confirmatory factor analysis as well as SEM

was employed through LISREL 8.30 (Joreskog & Sorbom, 1996).

The following model fit statistics were used χ^2/df , Comparative fit index (CFI), non-normed fit index (NNFI), and root mean square residual (RMR) to assess model fit.

Chapter 5

RESULTS

5.1 Respondents' Profile

Table 1 gives the demographic analysis of the sample. Sixty-eight percent of the respondents were male, while 32% were female. Thirty-eight percent of the respondents were between the ages of 18-27 and 49% were aged between 28 and 37 years. The rest were older than 37 years. Fifty-six percent of the respondents had four-year college degrees, while 40% had two-year college degrees. The rest had graduate degrees. Thirty-five percent of the respondents had tenures below one year. The sample consisted of 115 (59%) employees whose organizational tenure ranged from one to five years. The rest had been with their hotel for more than five years. The majority of the respondents were married. Specifically, 53% of the respondents were married, while 47% were single or divorced.

Table 1: Respondents' Profile (n = 195)

	<u>Frequency</u>	<u>%</u>
Age		
18-27	74	37.9
28-37	96	49.3
38-47	17	8.7
48-57	8	4.1
Total	195	100.0
Gender		
Male	132	67.7
Female	63	32.3
Total	195	100.0
EDUC		
Two-Year College Degree	77	39.5
Four-Year College Degree	110	56.4
Graduate Degree	8	4.1
Total	195	100.0
ORGT		
Less than 1 year	69	35.4
1-5	115	59.0
6-10	10	5.1
11-15	1	0.5
Total	195	100.0
MS		
Single or divorced	92	47.2
Married	103	52.8
Total	195	100.0

5.2 Measurement Model

As a result of CFA, several items were removed from further analysis due to loadings below .50 and correlation measurement error. This is consistent with prior and recent empirical studies that have discarded items as a result of CFA (e.g., Hartline & Ferrell, 1996; Karatepe & Vatankhah, 2014). Broadly speaking, four items from the LA measure, three items from the JP measure, and two items from the ERCS measure were discarded. The results of model fit statistics showed that the measurement model fit (i.e., six-factor measurement model) the data adequately ($\chi^2 = 775.53$, $df = 309$; $\chi^2 / df = 2.51$; CFI = .91; NNFI = .90; RMR = .052). There were only three items whose loadings were .58, .62, and .63. The rest had loadings greater

than .70. The AVE by each latent construct was greater than .50. The AVEs extracted were as follows: OMF .66; EE .71; TI .87; LA .57; JP .78; and ERCS .72. The abovementioned results (i.e., model fit statistics, loadings, average variances extracted) provided support for convergent validity (Anderson & Gerbing, 1988; Fornell & Larcker, 1981).

In general, the results also provided support for discriminant validity. However, this was not acceptable for the squared correlation between OMF and EE according to Fornell and Larcker's (1981) criterion. That is, the squared correlations among these variables were greater than the average variance extracted by each of them. Therefore, discriminant validity was re-analyzed via pairwise χ^2 difference test. The results were significant with χ^2 difference score (Anderson & Gerbing, 1988). Specifically, the result for OMF and EE ($\Delta\chi^2 = 254.88, p < .05$) was significant. In addition, each composite reliability score was greater than .60. The results were as follows: OMF .92; EE .95; TI .95; LA .87; JP .88; and ERCS .89. The results indicated that all measures were reliable (Bagozzi & Yi, 1988).

Table 2: Means, Standards Deviations, and Correlations of Observed and Control Variables

Variables	1	2	3	4	5	6	7	8	9	10	11
1. Age	-										
2. Gender	.032	-									
3. Education	-.186**	.104	-								
4. Organizational tenure	.195**	.027	-.034	-							
5. Marital status	.197**	.082	-.121	.231**	-						
6. Organization mission fulfillment	.026	.050	.114	-.073	.025	-					
7. Emotional exhaustion	.015	-.067	-.088	.093	-.030	-.805**	-				
8. Turnover intentions	-.052	-.082	.011	.005	-.081	-.663**	.725**	-			
9. Lateness attitude	.076	-.187**	-.029	.155*	-.017	-.360**	.462**	.370**	-		
10. Job performance	-.005	.034	.088	.009	.027	.306**	-.260**	-.188**	-.155*	-	
11. Extra-role customer service	.000	.063	.138	-.035	.070	.406**	-.433**	-.398**	-.374**	.596**	-

Notes: * $p < .05$, ** $p < .01$, two-tailed test.

The results concerning means, standard deviations, and correlations of observed and control variables are shown in Table 2. Two of the control variables are significantly related to study variables. That is, gender has a negative association with LA and organizational tenure has a positive association with LA. According to these results, female employees display low levels of LA, while employees with longer tenure have high levels of LA. When the results in Table 2 are closely examined, the relationships between the study's constructs are significant.

5.3 Test of the Hypothesized Model

The results showed that the hypothesized model seemed to have a better fit to the data than the alternative model ($\Delta\chi^2 = 7.35$, $\Delta df = 4$, $p < .05$). Model fit statistics for the hypothesized model is: ($\chi^2 = 919.15$, $df = 422$; $\chi^2 / df = 2.18$; CFI = .91; NNFI = .89; RMR = .051).

As shown in Table 3, there is a negative relationship between OMF and EE ($\beta_{21} = -.85$, $t = -11.54$). Hence, hypothesis 1 is supported. The results indicate that EE is positively related to TI ($\beta_{32} = .77$, $t = 12.25$) and LA ($\beta_{42} = .52$, $t = 6.34$). Therefore, hypotheses 2a and 2b are supported. The results also reveal that EE is negatively related to JP ($\beta_{52} = -.30$, $t = -3.85$) and ERCS ($\beta_{62} = -.46$, $t = -6.32$). Hence, there is empirical support for hypotheses 3a and 3b.

Table 3: Results of Hypotheses in the Structural Model

Hypothesized relationships	Estimate	t-value
H1: OMF → EE	-.85	-11.54
H2a: EE → TI	.77	12.25
H2b: EE → LA	.52	6.34
H3a: EE → JP	-.30	-3.85
H3b: EE → ERCS	-.46	-6.32
	z - score	
H4a: OMF → EE → TI	-8.82	
H4b: OMF → EE → LA	-5.73	
H5a: OMF → EE → JP	3.58	
H5b: OMF → EE → ERCS	5.78	
R ² for:		
OMF: .03		
EE: .73		
TI: .59		
LA: .32		
JP: .10		
ERCS: .24		
<i>Model fit statistics:</i>		
$\chi^2 = 919.15$, $df = 422$; $\chi^2 / df = 2.18$; CFI = .91; NNFI = .89; RMR = .051		

Notes: All direct estimates and z-scores (Sobel test) are significant ($p < .01$). OMF = Organization mission fulfillment; EE = Emotional exhaustion; TI = Turnover intentions; LA = Lateness attitude; JP = Job performance; ERCS = Extra-role customer service. CFI = Comparative fit index; NNFI = Non-normed fit index; RMR = Root mean square residual.

Hypotheses 4a-5b refer to the mediating role of EE. According to the results shown in Table 3, the indirect effect of OMF on TI is significant and negative based on Sobel test ($z = -8.82$). Hence, hypothesis 4a is supported. Hypothesis 4b is supported, because Sobel test results show that EE fully mediates the effect of OMF on TI ($z = -5.73$). There is also empirical support for hypotheses 5a and 5b, since the indirect effect of OMF on JP ($z = 3.58$) and ERCS ($z = 5.78$) is significant and positive.

As a control variable, gender is related to LA ($\gamma_{42} = -.13, t = -2.08$). According to this finding, female employees have low levels of intentions to be late for work. The results explain 3% of the variance in OMF, 73% in EE, 59% in TI, 32% in LA, 10% in JP, and 24% in ERCS.

Chapter 6

DISCUSSION & CONCLUSION

6.1 Evaluation of Findings and Theoretical Contribution

This empirical study tested EE as a mediator of the effect of OMF on LA, TI, ERCS, and JP. That is, this study tested: (a) the effect of OMF on EE; (b) the impact of EE on LA, TI, ERCS, and JP; and (c) EE as a mediator of the impact of OMF on these job outcomes. This model that included these relationships was developed and tested due to the lack of empirical research about the outcomes of OMF and the mediating role of EE in this process. Data came from CCEs and their immediate supervisors in the international five-star chain hotels in Dubai, the UAE. Data were collected from hotel CCE with a TL of 2 weeks in three waves and their immediate superintendents.

Developing the abovementioned relationships was done based on COR theory. In this theory resources are defined as "... those entities that either are centrally valued in their own right, or act as means to obtain centrally valued ends" (Hobfoll, 2002, p. 307). These resources can be classified in objects, personal characteristics, conditions, and energies (Hobfoll, 1989). Employees use such resources to deal with different problems and difficulties arising from strain and/or stress (Karatepe, 2011).

The results provide empirical support for the relationships tested in this study. Broadly speaking, CCEs' perceptions of OMF reduce their EE. This finding

indicates that employees experience lower EE when the organization tries to achieve its mission statement. This finding lends support to limited research in this area. In fact, OMF is “ a potential tool for internal marketing, which is a missing concept in most current studies (Suh et al., 2011).

The results regarding the effect of EE on TI, ERCS, and JP are in line with various empirical studies in the literature (e.g., Cropanzano et al., 2003; Karatepe, 2011; Karatepe & Choubtarash, 2014). That is, EE reduces customer contact employees’ ERCS and JP, while it heightens their intentions to leave the organization. Employees who are faced with EE are unable to carry out their daily tasks effectively and show extra-role performance to make customers delighted with services. Such employees also show quitting intentions. As COR theory states, employees have negative job outcomes since they consume their valuable or limited resources and experience EE (Lee & Ashforth, 1996). Here it should be noted that empirical research about the relationship between EE and LA is sparse. Therefore, the result regarding the effect of EE on LA is an important addition to what is known about the outcomes of EE.

The results regarding the mediating role of EE are consistent with what has been hypothesized. That is, EE completely mediates the impact of OMF on LA, TI, ERCS, and JP. Customer-contact employees feel less emotionally exhausted when they find that management tries to accomplish its mission statement. Such employees in turn report reduced LA and TI and have better performance in the workplace.

These results contribute to the literature, because there is no previous empirical research regarding the mediating role of EE in the relationship between OMF and the abovementioned outcomes.

6.2 Methodological Concerns

Each empirical investigation has its own limitations. Likewise, this empirical study also has several limitations that should be followed by future research directions. Specifically, this study included a sample of CCE in the international five-star chain hotels in Dubai. In future research collecting data from CCE in the international four-star chain hotels would be useful to understand differences in CCEs' perceptions about OMF.

This study used data which were gathered from CCEs with a TL of 2 weeks and their immediate supervisors. These are useful tools for minimizing the threat of CMB (Podsakoff et al., 2003). However, there is still a need for collecting data based on a longitudinal design to provide evidence of causality.

Job outcomes investigated in this study were LA, TI, JP, and ERCS. These job outcomes are important for managers. However, future research should also take into account other critical job outcomes such as absenteeism, leaving work early, and actual turnover. It will be an important addition to the literature about the mediating role of EE in the relation between OMF and these job outcomes.

Replication studies using larger sample sizes in diverse service contexts such as fast-food restaurants and airlines would present a useful picture of the relationships shown in this study's model and increase the understanding about the mediating

role of EE in the relation between OMF and job outcomes.

6.3 Management Implications

Managers should train their newly hired employees and the ones working for the organization for a long time based on the mission statement, organizational objectives and strategies to be used for achieving them. Employees who are not fully aware of the mission statement of the organization cannot contribute to OMF. Since OMF decreases employees' EE, management should invest in training programs to retain employees who are expected to contribute to OMF.

It has been reported that EE increases LA and TI and decreases JP and ERCS. In other words, EE has been shown to heighten LA and TI and reduce JP and ERCS. Therefore, management has to train the immediate supervisors of CCEs so that they can assist employees in dealing with problems emerging from EE. Otherwise, employees who are frequently emotionally exhausted are unable to concentrate on their work and lose their interest in contributing to the organization.

Management can arrange different training programs to enhance CCEs' performance outcomes. Since hotel customers always expect to receive quality services and have their problems or complaints solved successfully, CCEs can increase their knowledge and share their experiences in these training programs to contribute to this process effectively. The presence of these practices is likely to decrease employees' LA and TI. Management has to have a sufficient control over employees' LA and TI, because these job outcomes result in costs for the organization.

These practices also appear to be helpful for managers who try to attract talented

individuals to the organization. Broadly speaking, talented individuals will be interested in becoming one of the members of the company where mission statement is a priority and management tries to invest in employees to motivate them for better performance.

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APPENDICES

Appendix A: Time I Questionnaire

A FIELD STUDY IN THE HOTEL INDUSTRY IN DUBAI

Dear Respondent:

This research is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in 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 Mrs. Rashin Kaviti through her e-mail address: 115350@students.emu.edu.tr.

Thank you for your kind cooperation.

Research Team:

Prof. Dr. Osman M. Karatepe
Rashin Kaviti

Address:

Faculty of Tourism
Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

SECTION I.

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

01. The mission shapes the values and overall culture of our organization.	1	2	3	4	5
02. I recognize the impact of the leadership of our organization's living out the mission.	1	2	3	4	5
03. I see the decisions made by our organization as consistent with the mission.	1	2	3	4	5
04. I work in an organization which lives out its mission.	1	2	3	4	5
05. The mission is standard for measuring behavior at our organization.	1	2	3	4	5
06. Our organization gives only lip service to the mission.	1	2	3	4	5

SECTION II.

Please indicate your answer by placing a (√) in the appropriate alternative.

1. How old are you?

- 18-27 ()
- 28-37 ()
- 38-47 ()
- 48-57 ()

2. What is your gender?

- Male ()
- Female ()

3. What is the highest level of education you completed?

- Two-year college degree ()
- Four-year college degree ()
- Graduate degree ()

4. How long have you been working in this hotel?

- Under 1 year ()
- 1-5 years ()
- 6-10 years ()
- 11-15 years ()

5. What is your marital status?

- Single or divorced ()
- Married ()

Appendix B: Time II Questionnaire

A FIELD STUDY IN THE HOTEL INDUSTRY IN DUBAI

Dear Respondent:

This research is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in 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 Mrs. Rashin Kaviti through her e-mail address: 115350@students.emu.edu.tr.

Thank you for your kind cooperation.

Research Team:

Prof. Dr. Osman M. Karatepe

Rashin Kaviti

Address:

Faculty of Tourism

Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

(1) I strongly disagree

(2) I disagree

(3) I am undecided

(4) I agree

(5) I strongly agree

01. I feel emotionally drained from my work.	1	2	3	4	5
02. I feel used up at the end of the workday.	1	2	3	4	5
03. I feel fatigued when I get up in the morning and have to face another day on the job.	1	2	3	4	5
04. Working with people all day is really a strain for me.	1	2	3	4	5
05. I feel burned out from my work.	1	2	3	4	5
06. I feel frustrated by my job.	1	2	3	4	5
07. I feel I am working too hard on my job.	1	2	3	4	5
08. I feel like I am at the end of my rope.	1	2	3	4	5

Appendix C: Time III Questionnaire

A FIELD STUDY IN THE HOTEL INDUSTRY IN DUBAI

Dear Respondent:

This research is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in 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 Mrs. Rashin Kaviti through her e-mail address: 115350@students.emu.edu.tr.

Thank you for your kind cooperation.

Research Team:

Prof. Dr. Osman M. Karatepe
Rashin Kaviti

Address:

Faculty of Tourism
Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

SECTION I.

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

01. It is likely that I will actively look for a new job next year.	1	2	3	4	5
02. I often think about quitting.	1	2	3	4	5
03. I will probably look for a new job next year.	1	2	3	4	5

SECTION II.

Please indicate your disagreement or agreement with each statement by crossing the number using the following seven-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I slightly disagree
- (4) I am undecided
- (5) I slightly agree
- (6) I agree
- (7) I strongly agree

04. My coworkers let me down when they are late to work.	1	2	3	4	5	6	7
05. I believe my coworkers should never be late to work.	1	2	3	4	5	6	7
06. It is unfair when my coworkers arrive late to work.	1	2	3	4	5	6	7
07. It is important to me that I be on time to work.	1	2	3	4	5	6	7
08. It aggravates me when I am late to work.	1	2	3	4	5	6	7
09. I feel guilty when I am late for work.	1	2	3	4	5	6	7
10. Tardiness to work should be acceptable as long as the work gets finished.	1	2	3	4	5	6	7
11. Occasional tardiness for work should be acceptable.	1	2	3	4	5	6	7
12. I find it acceptable to be ten minutes late to work.	1	2	3	4	5	6	7

Appendix D: Supervisor Questionnaire

A FIELD STUDY IN THE HOTEL INDUSTRY IN DUBAI

Dear Respondent:

The purpose of this research is to obtain information regarding frontline hotel employees' performance under your supervision. Therefore, each questionnaire (to be self-administered by you) will belong to each frontline hotel employee who is supervised by you.

There are no right or wrong answers in 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 Mrs. Rashin Kaviti through her e-mail address: 115350@students.emu.edu.tr.

Thank you for your kind cooperation.

Frontline Hotel Employee's:

First Name _____
Last Name _____

Research Team:

Prof. Dr. Osman M. Karatepe

Rashin Kaviti

Address:

Faculty of Tourism

Eastern Mediterranean University

Gazimagusa, TRNC

Via Mersin 10, Turkey

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

01. This employee voluntarily assists customers even if it means going beyond job requirements.	1	2	3	4	5
02. This employee helps customers with problems beyond what is expected or required.	1	2	3	4	5
03. This employee often goes above and beyond the call of duty when serving customers.	1	2	3	4	5
04. This employee willingly goes out of his/her way to make a customer satisfied.	1	2	3	4	5
05. This employee frequently goes out the way to help a customer.	1	2	3	4	5
06. This employee is a top performer.	1	2	3	4	5
07. This employee is in the top 10 percent of frontline employees here.	1	2	3	4	5
08. This employee gets along better with customers than do others.	1	2	3	4	5
09. This employee knows more about services delivered to customers than others.	1	2	3	4	5
10. This employee knows what his/her customers expect better than others.	1	2	3	4	5