

**Identifying the Relations Between Customer-Related
Social Stressors on Frontline Employees' Job Burnout,
Service-Oriented Citizenship Behavior, Customer
Orientation, Job Performance and Turnover
Intention: An Emprical Study in Turkey**

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ABSTRACT

This empirical study has developed and tested a model that scrutinizes how customer-related social stressors, job burnout, service oriented citizenship behaviour, job performance, customer orientation and turnover intention are related. The context chosen for this empirical study is the Turkish tourism and hospitality industry. A total of 235 correctly filled and returned questionnaires were obtained from the front line employees working in 13 different 5-star hotels around Side region, which is one of the most preferred tourism destinations of Turkey in the Mediterranean Sea. 270 questionnaires were distributed to front line employees by the researcher. Each respondent was given a questionnaire and an envelope. Respondents were informed about the purpose of the survey and asked if they would participate in the survey. Employees were given assurance of confidentiality and anonymity. They were requested to fill in the questionnaire and hand in the researcher in the envelope closed the day after. The research data was analysed by PLS (Partial Least squares) approach to path modeling in order to estimate the structural parameters. In total 24 hypothesis were tested. Although all these hypothesis proposed negative effects, 13 hypothesis were not supported, while 11 were supported. Considering the proven negative relations between Customer Related Social Stressors and Burnout dimensions; Customer Verbal Aggression and Disliked Customers' negative relation with Emotional exhaustion was found out. Disliked Customers was also found negatively related to Depersonalization.

Disproportionate Customer Expectations' negative impact on Diminished Personal Accomplishment was also found significant. It was found out that Diminished Personal Accomplishment and Depersonalization are negatively related with Customer Orientation and Service Oriented Citizenship Behavior. A negative effect of Diminished Personal Accomplishment on Job Performance was also found. As for the Turnover Intention. It was found out that Turnover Intention is negatively affected by Service Oriented Citizenship Behavior and Job Performance. Disproportionate Customer Expectations and Ambiguous Customer Expectations' proposed effect on Emotional Exhaustion was not proven. The results also do not point at a significant finding on Disproportionate Customer Expectations, Customer Verbal Aggression and Ambiguous Customer Expectations' proposed effect on depersonalization. Similarly, Disliked Customers, Customer Verbal Aggression and Ambiguous Customer Expectations' were not negatively related to Diminished Personal Accomplishment. Negative effect of Emotional Exhaustion was found to be unrelated to Customer Orientation and Service Oriented Citizenship Behavior. Two dimensions of burnout; Emotional Exhaustion and Depersonalization also remained unsupported regarding their effect on Job Performance. The study is completed by managerial implications and recommendations.

Keywords: Customer-Related Social Stressors, Frontline Employees, Job Performance, Job Burnout, ServiceOriented Citizenship Behavior, Customer Orientation, Turnover Intention

ÖZ

Bu ampirik çalışma müşteri kaynaklı sosyal stres türlerinin, işyerindeki tükenmişlik sendromu, hizmet odaklı vatandaşlık davranışları, iş performansı, müşteri odaklılık ve işten ayrılma niyeti ile olan ilişkisini test eden bir model geliştirmiştir. Bu çalışma için seçilen bağlam Türk turizm ve konaklama endüstrisidir. Türkiye'nin Akdeniz'deki en çok tercih edilen turizm bölgelerinde biri olan Side bölgesi ve çevresinde bulunan 13 farklı 5 yıldızlı otelde ön büro elemanları olarak çalışan personele 270 anket dağıtılmış, 235 adet doğru şekilde yanıtlanmış ankete ulaşılmıştır. Her bir katılımcıya bir anket ve zarf verilmiştir. Katılımcılar çalışmanın amacı hakkında bilgilendirilmiş ve yanıtlarının gizliliği ve güvenirliliği ile ilgili garanti verilmiştir. Katılımcılardan anketi doldurup kapalı zarf içerisinde bir gün sonra araştırmacıya teslim etmesi istenmiştir. Bu araştırma çalışmasında yapısal parametrelerin modellenmesinde veriler PLS (Partial Least Squares) ile analiz edilmiştir. Toplam olarak 24 hipotez test edilmiştir. Tüm hipotezler negatif etkiler önermesine rağmen, 13 hipotez desteklenmemiş, 11 hipotez desteklenmiştir. Müşteri Kaynaklı Sosyal Stres faktörleri ile Tükenmişlik Sendromu boyutları arasındaki ispatlanmış negatif ilişkiler dikkate alındığında, Müşterilerin Sözlü Saldırganlık davranışları ile Sevilmeyen Müşterilerin Duygusal Tükenmişlik ile negatif ilişkisi bulunmuştur. Sevilmeyen Müşteriler aynı zamanda Duyarsızlaşma ile negatif ilişkidir. Orantısız Müşteri Beklentileri'nin Azalan Kişisel Başarı hissi üzerine negatif etkisi ispatlanmıştır.

Azalan Kişisel Başarı Hissi ile Duyarsızlaşmanın Müşteri Odaklılık ve Hizmet Odaklı Kurumsal Vatandaşlık Davranışları üzerine negatif etkileri bulunmuştur. Azalan Kişisel Başarı Hissi ile İş Performansı arasında negatif ilişki bulunmuştur. İşten Ayrılma Niyetinin Hizmet Odaklı Kurumsal Vatandaşlık Davranışları ve İş Performansından negatif etkilendiği bulgusuna ulaşılmıştır. Orantısız Müşteri Beklentileri ve Belirsiz Müşteri Beklentileri Duygusal Tükenmeye negatif etkisi olduğunu öne süren hipotez desteklenmemiştir. Ayrıca sonuçlar Orantısız Müşteri Beklentileri, Müşterilerin Sözlü Saldırganlık Davranışları ve Belirsiz Müşteri Beklentilerinin Duyarsızlaşmaya olan negatif etkisi ile ilgili anlamlı bulgulara işaret etmemektedir. Benzer şekilde, Sevilmeyen Müşteriler, Müşterilerin Sözlü Saldırganlık Davranışları ve Belirsiz Müşteri Beklentilerinin Azalan Kişisel Başarı Hissi ile negatif ilişkide olduğunu iddia eden hipotez reddedilmiştir. Duygusal Tükenme ile Müşteri Odaklılık ve Hizmet Odaklı Kurumsal Vatandaşlık Davranışları arasında negatif ilişkisi olduğu hipotez anlamlı bulgular ile desteklenmemiştir. Tükenmişlik Sendromunun iki boyutu: Duygusal Tükenme ve Duyarsızlaşmanın İş Performansına olan negatif etkisi reddedilmiştir. Çalışma yöneticilere yönelik çalışma hedefleri ve öneriler ile sona ermiştir.

Anahtar Kelimeler: Müşteriden Kaynaklanan Sosyal Stres Türleri, İşyerindeki Tükenmişlik Sendromu, Hizmet Odaklı Vatandaşlık Davranışları, İş Performansı, Müşteri Odaklılık, İşten Ayrılma Niyeti

Dedicated to my lovely wife and son

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Chapter 1

INTRODUCTION

1.1 Aim of the Study

This empirical study has developed and tested a model that scrutinizes how customer-related social stressors, job burnout, service oriented citizenship behaviour, job performance, customer orientation and turnover intention are related. The context chosen for this empirical study is the Turkish tourism and hospitality industry.

1.2 Scope of the Study

270 frontline employees (FLEs) working at 5-star hotels around Side, one of the most popular touristic destinations of Turkey, participated the study. The data was obtained from 13 hotels.

1.3 Methodology of the Study

270 questionnaires were distributed to front line employees by the researcher. Each respondent was given a questionnaire and an envelope. The researcher assured that respondents' responses will be kept confidential and anonymous. They were supposed to fill in the questionnaire and submit to the researcher in the envelope closed the day after, in person. 235 were correctly filled and returned. The research data was analysed by PLS (Partial Least Squares) approach to path modeling in order to estimate the structural parameters.

1.4 Limitations of the study

This study has some limitations. The findings of the study can not be generalized to whole Turkish tourism. It is not possible to generalise the findings to all type of accommodation establishments as the study was conducted only in 5-star hotels. Besides, the study is representative of only the 5-star hotels located around Side region. Since the study is applied only on frontline employees who have a direct contact with customers, so it is not accurate to use results for all employees work in the hotels. As the study focuses on the customer related social stressors' influence on frontline employees, findings may vary in terms of the nationality of tourists they serve for.

Chapter 2

LITERATURE REVIEW

2.1 Service Industry and Service Management

According to Zeithmal et al. (2009, p. 4) services are “...all economic activities whose output is not a physical product or construction, is generally consumed at the time it is produced, and provides added value in forms (such as convenience, amusement, timeliness, comfort, or health) that are essentially intangible concerns of its first purchaser.” Although for many years modern economies have been dominated by services, globally spreading and growing market for trade in services is a significant indicator of economic importance for also emerging economies. Services dominate economies in majority of industrialized nations. (Zeithmal et al., 2009) As can be seen from Figure 1, about 80% of developed economies’ gross domestic product is attributed to service industry. In addition to Western Europe countries, Canada, Japan, Australia, and many others reap 70% or above Gross National Products (GNP) percentages from service industry. On the other hand, countries such as China and India have started heavy investments in service industries. (Zhao and Benedetto, 2012) The figures obviously point at the significance of service economy for also developing economies like Turkey and Brazil. Over 60 % of overall Gross Domestic Products (GDP) is

attributed to service industry in Turkish economy; service industry has offered a major recruitment opportunity. According to Vietor (1994) two fundamental factors can be asserted to increase the specific demand for service marketing; deregulated industries and professional services. They have gone through quick changes in their ways of doing business. Similar to the deregulation decisions of pioneering US governments, many governments have decided to deregulate giant service industries such as airlines, banking, and telecommunication. Strictly controlled by governments, these industries have been partially or completely controlled by individual firms. Zeithmal et al. (2009) state that loosing their intervention to markets, governments initiated a more sophisticated, customer-oriented and competitive service marketing among the individual firms.

Table 1: Role of Service Industries in Different Countries' Economies

Country	% of GDP Attributed to Services	% of Labor Employed in services
Hong Kong	93	93.4
United States	79.4	79
France	79	76.4
UK	78.9	80.4
Japan	73.2	69,8
Germany	69	73.8
Brazil	68.1	71
Turkey	63.8	48.4
India	56.9	31

China	46.1	36.1
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As a natural outcome of rapid progress in the development of service industries especially in banking, transportation, healthcare and information technologies and expansion in the market, traditional industries have evolved and become more competitive. Fierce competition has forced effective service management and marketing strategies. Even the companies producing physical products have realized that in order to gain a competitive position they have to be involved in offering services to gradually more demanding customers. They not only demand high-quality goods but also excellent customer service and total service solutions. (Sawhney et al., 2004)

Drastic competition and gradually increasing customer demand have forced companies focus on service quality, revenue generation and customer satisfaction. (Rust et al., 2002) According to Zeithmal et al. (2009), experiences have shown that marketing principles applied to products were almost not transferable to services. Parasuraman et al. (1985) make a comparative analysis of differences between goods and services. Basically four salient factors complicate services compared to goods. The first one is the ‘intangible’ nature of services, while goods are tangible. That is why service cannot be inventoried or easily patented. Besides, it is not possible to readily display or communicate services. Difficulty in pricing is another factor that emerges as a consequence of intangibility. The second factor is ‘heterogeneous’ nature of services while goods are standardized. Service quality hinges upon various uncontrollable parameters. It is hard to guarantee that service offered overlaps with what is planned and promoted. As service delivery is not standardized employee and customer behavior

are crucial in service delivery and customer satisfaction. As for the third separation between goods and services, while in the former production is separated from consumption, in the latter production and consumption are simultaneous. Customers are in the transaction and they affect both the transaction and other customers. Employees have crucial role as they affect the service outcome. The fourth and the last difference between goods and services is the 'perishable' nature of services, which makes it impossible to return or resell. Zeithmal et al. (2009) asserts that these four salient differences clearly point out that service is almost completely different than goods. Standardization in service quality and satisfaction is almost impossible due to human aspect of service offer. Role of customers and service employees is one of the most crucial parameters to be considered both due to lack of standardization and simultaneous production and consumption aspect of services. Despite apparent improvements in services, there are significant indicators revealing that customers perceive lower quality and they are less satisfied. In order to compete profitably service firms have to better understand customer expectations and search for new strategies to outdo in competition. One of these strategies is to create a customer and service-oriented organization and place it to the heart of service philosophy. According to Grönroos (2000, p. 360) service culture is "a culture where an appreciation for good service exists, and where giving good service to internal as well as ultimate, external customers is considered a natural way of life and one of the most important norms by everyone"

2.2 International Tourism

This study concentrates on one of the most salient service industries, tourism. In this part, the reader is provided a historical scrutiny of international tourism and its progress

since 1950s. Over the last six decades, tourism industry has gradually grown and experienced expanding diversification and changing into a rapidly growing economic industry. According to World Tourism Organisation (WTO, 2014) total revenues generated by travel and passenger transportation thanks to international tourism reached almost 30% of worldwide service exports and almost 7% of goods and services exports. Following the leading four worldwide export categories, respectively; fuels, chemicals, food and automotive products, international tourism ranks the fifth in developed countries, the first in many developing countries. Tourism industry's capacity reached or outweighed oil exports, food or automobiles in these economies. It turned into a robust propeller of global business. For developing countries it has become a drastic income source. Rapidly expanding diversification and rivalry between touristic destinations have synchronically proceeded with tourism industry's progress. Global expansion in tourism has provided significant contributions in developments of economies and recruitment opportunities in closely related sectors for developed countries – such as construction and telecommunications. (WTO, 2014)

According to Kester and Croce (2011), despite intermittent turbulences, the number of international tourists climbed to 277 million in 1980 although it was 25 million in 1950. While the number reached to nearly 450 million in 1990, 675 million and 935 million tourists travelled internationally in 2000 and 2010 respectively. Beside the old tourism destinations, myriad new destinations have gained popularity. In 1950, only 15 destination countries reaped 97 % of all international arrivals, but they lost their shares (fell to 56 %) to other destinations by 2009. Kester and Croce (2011) mention about emerging destinations that more than 1 million tourists every year visit nearly one-

hundred countries. International tourism has become an engine to boost economic and social development especially for developing countries like China and Russia. In contrast to forecasts, in 2010, international tourism revived strongly of the turmoil plunged by the financial crises in 2008 and 2009. Although 2009 witnessed a 4 % fall, in 2010, global international tourist arrivals rose by 6.7 %, and amounted to 935 million. This indicates that an additional 22 million tourists travelled internationally. Throughout consecutive 15 months between 2008 and 2009, number of international tourists was drastically affected due to financial fluctuations and performed a negative progress. In 2008 advanced economies suffered from almost 0.4 percent fall whereas developing ones performed almost 5 percent progress. While advanced ones fell by 4.3 %, emerging economies fell by 3.5 % in 2009. As for 2010, they recorded 5.3 % and 8.2 % rise, respectively. Thanks to these two fast recoveries, emerging economies boosted the peak they reached before the crisis in 2008. They lured extra 20 million tourists in 2010. Meanwhile, developed countries recorded nearly two million additional tourist inflows compared to 2007. The period between 2000 and 2010 was mixed for international tourism. Although for a five-year period expansion over 4 % was reached, the remaining five-year period drastically and negatively affected the whole industry. However, emerging destinations outperformed advanced ones by dynamically growing at an average rate of nearly 4 % more than advanced ones. Emerging ones rose the number of international tourists between 2000 and 2010, from nearly 260 million to 442 million. For each year, this is almost equal to 5.5 % annual growth on average. Whereas, rising from 416 million tourists to 493 million, developed economies progressed by 1.7 % on average each a year. These findings reveal that, in terms of share of worldwide international arrivals, while advanced destinations receded from 62

to 53%, emerging economies reaped additional 9 % and climbed from 38 % in 2000 to 47 % in 2010. It seems that in the following five years international arrivals to emerging destinations will outnumber developed destinations. This performance in developing destinations will be accelerated in case pertinent proactive actions to develop policies are taken for the advancement of international tourism and infrastructure and marketing investments are backed by financial sources. (Kester and Croce, 2011) As for the period after 2010, worldwide statistics reveal that, with a 5 percent rise, in 2013, international travellers spent nearly US\$ 1159 billion for accommodation, shopping, food, etc. More than 1 billion international tourists enabled world tourism industry break a record in 2012. 2013 witnessed another record in the history of international tourism and 1,087 million tourists travelled internationally. This meant an extra 52 million tourist arrival compared to 2012. In addition to tourism receipts in destinations, tourism affected export earnings via transportation of international travellers, which contributed an estimated US\$ 218 billion in 2013 and rose international tourism receipts to US\$1.4 trillion. (WTO, 2014)

Despite the worldwide economical turbulences and geopolitical changes, international tourism results exceeded expectations and long term predictions. With a total of 563 million arrivals in 2013 by an additional 29 million arrivals (+5% growth) compared to 2012, Europe remained as the most visited destination. Asia and the Pacific region attracted 248 million international tourists by an additional 14 million (+6% growth). The Americas, overall, ranked the third by reaching a total of 169 million international tourists by a +4% growth compared to 2012. Africa reached a new record of 56 million

with three million additional arrivals (+6% growth). The Middle East lagged behind the others by 52 million with +0% growth. (WTO, 2014)

2.2.1 Turkish Tourism

As the context chosen for this empirical study is Turkish tourism industry, this part depicts a detailed analysis of the progress in Turkish tourism since 2000s, its significance for Turkish economy, projections about the future of the industry and a peculiar and detailed glance at tourism industry in Antalya and Side region where the study was conducted.

Investment Support and Promotion Agency of Turkey (2013) states that, great economic potential generated by travel and tourism industry has gained gradually more attention from the governments all over the world. In 2012, tourism and travel industry contributed to global GDP with US\$ 2.05 trillion. Connecting Asia and Europe, housing the remnants of ancient civilizations and having mesmerizing natural beauties, Turkey has gradually lured many European nations and established itself as a mainstream tourism destination. In 2012, tourism industry contributed Turkey economy with US\$ 32.3 billion, which constitutes nearly four percent of its GDP. Projections towards 2023 are that Turkish economy will receive US\$ 60 billion from international tourism which will be almost equal to 3.4 % of the whole economy. In 2011, lagging behind Italy, Turkey was preferred by 31.5 million international visitors, which placed Turkey in to the sixth rank in terms of number of international tourist inflow. Its popularity in tourism generated more than US\$ 28 billion in 2011 for Turkish economy. By 2017, this is expected to reach above US\$ 35 billion. Projections for the following years are

optimistic for the world economy. Travel and tourism are expected to continue upward trend in tandem with economic recovery in global markets. Turkey is an attractive tourism destination for Europe. In case economies of Europe revive, Turkey's tourism industry will enjoy upward trends. According to Business Monitor International, Turkey will benefit greatly from global economic recovery, as an emerging market. (Investment Support and Promotion Agency, 2013) Comparing likely benefits of tourism industry in Turkish economy with that of European ones, its expected to be higher in favor of the former. Contribution of international tourism for Turkish economy is expected to be nearly 3 % for the period from 2013 and 2023. For European economies, it is expected to be nearly 2%. In 2011, international tourism revived and performed nearly 19.5% growth. This was much above Turkish economy's growth rate in that period. However, 2011 was indicating an upward trend for growth in Turkish economy. As can be seen in Table 2, tourism industry gained significant momentum in 2011. This trend is assumed to continue through 2023. Tourism industry is estimated to contribute employment in 2013 by US\$ 2.1 billion. This contribution is expected to rise by 17% and reach US\$ 2.5 billion in 2023. By triggering ramified linkages with other sectors international tourism's contribution to Turkey is US\$ 85 billion. Compared with the leading industries such as finance or communication, the lucrative share that Turkey reaps from international tourism is higher. Outranked only by public sector, tourism sector is a huge source of recruitment and offers recruitment opportunity for nearly 2 million people in Turkey. Tourism and travel industry constitute approximately 9% of Turkey's employment. Even though the economic turbulence shook European economies, the number of international visitors coming from Europe, one of Turkey's biggest target markets, was in a barely noticeable rise between 2011 and 2012. Compared with the

period ranging from 2007 to 2012, nearly 32 million international tourists visited Turkey. This represents a nearly 35 % increase in the number of visitors. Germany, Russia, Ukraine, Bulgaria, Georgia and Iran were the leading sources of the tourist flow by 79 %. Combining the number of Turkish citizens who live abroad with that of international travellers, statistics point at an amazing demand for visiting Turkey. The remarkable 142% increase between the period starting in 2002 and ranging towards 2012 was parallel with the 35 % upward trend between 2007 and 2012. Turkey has performed a safe progress in international tourism. It is estimated that Turkey will be visited by more than 37 million visitors in 2017. (Investment Support and Promotion Agency, 2013)

Even though financial fluctuations caused worldwide downturns, in the 5-year period between 2007 and 2012, Turkish tourism followed an upward trend by nearly 40 % rise. 2012 is very important for Turkish economy. Statistics reveal that only 4 % increase was reached in international tourists' expenditure per capita between 2007 and 2012. However, as for the period between 2011 and 2012, the expenditures in one year only rocketed by 3% and amounted US\$ 798 per capita in 2012. Overall nearly 14 % increase in touristic expenditures was observed in this period. The significant increase in the number of Asia-Pacific tourists accelerated the upward trend in touristic receipts in Turkish tourism as of 2010. This trend is an indicator of the fact that Turkish tourism industry has managed to lure wealthier tourists.

Table 2: Distribution of Tourism Receipts of Foreign Visitors by Years

Years	Tourism Receipt (\$1000)	Number of Visitors	Average Expenditure (\$)
2003	10,141,116	13,701,419	740
2004	13,061,118	17,202,996	759
2005	15,725,813	20,522,621	766
2006	13,918,757	19,275,948	722
2007	15,936,347	23,017,081	692
2008	19,612,296	26,431,124	742
2009	19,063,702	27,347,977	697
2010	19,110,003	28,510,852	670
2011	22,222,454	31,324,528	709
2012	22,410,364	31,342,464	715
2013	25,322,291	33,827,474	749
2014 - Provisional	11,166,767	14,066,840	794

Because world economy stands on a firmer ground, economic indicators are brighter for 2013 compared to 2012. This indicates a likely rise in disposable income of the international travelers. Investment Support and Promotion Agency (2013) reports that,

There is still room for increasing per capita expenditure in Turkey by focusing on the luxury travel and tourism niche which includes areas such as golf tourism. Turkey can leverage its rich culture and historical assets along with its natural beauty, its sunny climate, golf courses, and beautiful coastlines to draw premium tourists who spend more.

Antalya and Side Region

With over USD 16 billion tourism receipt Antalya constituted nearly 50% of Turkey’s overall tourism receipts. As can be seen from Table 3, Antalya outstripped its closest competitor, İstanbul, so called the commercial capital of Turkey, from 2011 to 2013. Antalya has lured more than 30 % of Turkey’s overall international tourist arrivals. Obvious share of Antalya in tourism industry places it to the first rank and is endowed with the title of “Capital of Turkish Tourism”. (Yücel, 2014)

Table 3: Distribution of Foreign Visitors to Turkey by destination and year

Destinations	2011	%	2012	%	2013	%
Antalya	10,464,425	33,27	10,298,769	32,40	11,120,730	31,86
İstanbul	8,056,390	25,61	9,383,054	29,52	10,486,297	30,04
Muğla	3,076,508	9,78	2,986,629	9,40	3,062,689	8,77
İzmir	1,370,018	4,36	1,368,251	4,31	1,398,459	4,01
Aydın	689,131	2,19	592,637	1,86	587,253	1,68
Others	7,799,604	24,80	7,153,492	22,51	8,254,670	23,64
Total	31,456,076	100	31,782,832	100	34,910,098	100

Antalya Airport was used by nearly 20 million international passengers in 2012, which places it between the 25 most hectic airports of the world. Considering licensed

facilities, Istanbul and Muğla (400 and 380 facilities respectively) lagged behind Antalya (over 700 facilities). Likewise, Antalya’s bed capacity (nearly 345,000) outnumbers Muğla (nearly 90,000) and Istanbul (nearly 73,000). (Investment Support and Promotion Agency, 2013)

Manavgat with a population of 208.526 in winter (9.7% of Antalya’s overall population) is one of the biggest counties of Antalya. Population, in summer, is estimated to reach over 500.000 with the influx of international tourists. Over 30 % of overall tourism service of Antalya is offered in this region, which is mostly known as Side. With a hot Mediterranean climate, beautiful seashores and all-inclusive pricing, Side, every year attracts thousands of international tourists, mostly from Germany and Russia. Below is a detailed breakdown of touristic facilities spread around Manavgat. Numbers point at the massive bed capacity and the frequency of luxury hotels. Total number of 5 and 4-star hotels, 160, points at heavy investments in hotel industry.

Table 4: Overall number of facilities in Manavgat registered by the Ministry of Culture and Tourism

	2013
Number of Facilities	221
Number of Rooms	63.881
Number of Beds	138.935

Table 5: Overall number of facilities in Manavgat registered by the Manavgat Municipality

	2013
Number of Facilities	197
Number of Rooms	16.354
Number of Beds	32.214

Table 6: Number of hotels and holiday villages in Manavgat in terms of stars, in 2013.

Hotels	Number of facilities	Number of rooms	Number of beds
5 Stars	85	32.560	71.052
4 Stars	75	20.669	44.419
3 Stars	24	3.015	6.446
2 Stars	5	246	506
1 star	4	260	542
Holiday Villages	15	5.728	12.624

2.3 Service Marketing and Critical Role of Service Employees

After a scrutiny of service industries' worldwide progress, analysis of international tourism's historical expansion and Turkish tourism's role and share in the context of these developments, the reader is now provided an in-depth analysis of relevant theoretical background where the pillars of this study are built on.

According to Zeithmal et al., (2009, p. 351) 'people' are "...all the human actors who play a part in service delivery and thus influence the buyer's perceptions; namely, the firm's personnel, the customer, and other customers in the service environment." The firm personnel, especially the customer-contact service employee, otherwise known as FLEs, are the service themselves e.g. in counselling, legal services or personal training, etc. In other words, "the offering is the employee". Zeithmal et al. (2009) assert that even the whole service is not performed by the contact employee; an FLE is the incarnation of the firm in the eyes of the customers. They communicate the brand's

message by their behavior appearance or attitude. In a way they are the 'brand'. Primary customer image is formed as a consequence of interaction with the FLEs. Many companies have already realized the power of FLEs to create the brand insight. Service marketing is about making and keeping promises to customers. FLEs are pivotal to ensure the fulfilment of promises. They are the ones who are expected to perform empathic, responsive, and reliable behavior.

2.3.1 FLEs and Customer-Related Social Stressors

FLEs are demanded to shoulder the responsibility of representing and communicating the service brand. Success of the service encounter mostly hinge upon them. (Dormann and Zapf, 2004) Referring to basics of service marketing, Kim et al. (2012, p. 504) indicate that, "In a service firm, not only employees but also customers are key players and participants in creating service performance and further enhancing or detracting from the customers' own satisfaction with the service value they receive" As customers participate in creating the service quality, FLEs are intensely in direct interaction with clients, whose participation is likely to determine job performance and also assessment. However, everyday interactions between the customers and the FLEs are not always a pleasure. Their daily encounters with customers necessitate empathy and emotional involvement. (Dormann and Zapf, 2004) According to Kim et al. (2012), various studies have demonstrated that emotional exhaustion is a very serious problem in service organizations. FLEs are expected to be courteous and professional to every customer, which makes emotional exhaustion a more critical concern. They have to struggle with customers who can be often difficult or negative, which makes the interactions between FLEs and customers a drastic source of social stress. Due to intrinsic nature of services, customer-contact personnel's emotional resources are often

depleted. While responding to rude customer expectations or behavior, they are required to maintain good emotional feedback and show good service recovery performance. Although there are various studies on predictors and consequences of emotional exhaustion, they concentrated on task-related generic factors instead of customer-related ones. The term Customer-Related Social Stressors (CSS) was introduced by Dormann and Zapf (2004). They described customer behaviors and customer expectations which are likely to cause stress on service employee. CSS were categorized under four constructs; disproportionate customer expectations, customers' verbal aggressions, disliked customers and ambiguous customer expectations. The first one, 'disproportionate customer expectations' depicts situations where customers challenge and/or tax service that they would like to receive from the FLEs. Even if expected service may be legitimate, it can be seen disproportionate, unjustified or unfair by the FLE's perspective. Legitimacy of demands, which is related to self-concept, can be pivotal in assessment of stressors. Disproportionate expectations of customers threaten this resource. (Dormann and Zapf, 2004) The second construct, 'customers' verbal aggressions' addresses workplace aggression created by customers, in the form of customer intention or anti-social behavior aiming to hurt FLEs. According to Conservation of Resources Theory (COR), self-esteem of staff is hurt by customers' verbal aggressiveness. (Dormann and Zapf, 2004) The third construct is 'disliked customers'. Dormann and Zapf (2004, p. 76) state that "These customers may show behavior that is not directly perceived as aggressive because an obvious intention to harm is lacking...hostile, humorless, and unpleasant customers who do not respect the service provider's work rhythm may use subtle forms of uncivil behavior, which

negatively affect the service provider's self-esteem." The last construct is 'ambiguous customer expectations'.

2.3.2 Frontline Employees and Burnout

Chiu and Tsai (2006, p. 517) define burnout as "...a severe psychological and physical syndrome that occurs in response to prolonged stress at work." It is a widespread problem of especially employees who can not handle too much demand on their time, energy and resources. Besides, it is observed with employees who are constantly contacting with people. As burnout negatively influences an employee's attitude towards job and causes undesirable behavior such as lower job involvement, it is likely to cause a hefty cost to organizations and individuals. According to Maslach and Jackson (1981, p. 99), employees working in services have to be involved with people for long hours. They define burnout as "...a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do 'people-work' of some kind". According to Shih, et al. (2013) job burnout theory categorizes burnout under three response syndromes; "emotional exhaustion, depersonalization and diminished personal accomplishment." Feeling of emotional exhaustion epitomizes burnout. According to Maslach and Jackson (1981) in case of a drain in emotional resources of an employee, s/he is likely to feel that s/he is no longer able to give of him/herself at a psychological level. Besides, s/he is likely to develop negative, cynical attitudes and feelings towards customers. Shih et al. (2013) define depersonalization as negative, callous or very detached manner towards others. Employees with depersonalization are

inclined to treat others as objects. In a way they create an emotional buffer zone. In case an employee facing diminished personal accomplishment, s/he feels a decrease in his/her sense of capability. Employees, suffering from diminished personal accomplishment, are inclined to evaluate themselves negatively. Because they start to spend less time and energy to interact with others, they are likely to feel diminished personal accomplishment. Both depersonalization and diminished personal accomplishment coexist with emotional exhaustion. Shih et al. (2013, p. 583) state that “...emotional exhaustion is the central quality of burnout and the most obvious manifestation of the syndrome with emotional exhaustion as the trigger and depersonalization and diminished personal accomplishment sequentially thereafter”.

2.3.3 Conservation of Resources Theory (COR) and Burnout

About the Conservation of Resources Theory Wright and Hobfoll (2004, p. 390), state that,

individuals strive to obtain and maintain what they prize or value-resources. Burnout is most likely to occur in situations where there is an actual resource loss, perceived threat of resource loss, a situation in which one's resources are inadequate to meet work demands, or when the anticipated returns are not obtained on an investment of resources.

Employees suffering from emotional exhaustion are in fact facing depletion of their emotional resources. They are very likely to feel that they shortfall resources to adapt and are unable to give to their jobs any more. There is a depletion of the energy that they are to devote to work, which plunge them lose the resources to fulfill their duties. (Halbesleben and Buckley, 2004) Resources are “objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of those objects” (Hobfoll, 1989, p. 516) According to Hobfoll (2001, p. 342) some COR resources are “Stamina/endurance”, “Family stability”, “Feeling that I

am accomplishing my goals”, “Personal health”, etc. Hobfoll (2001) claims that basic ingredient in stress process is resource loss. Resources are needed and stress is likely to appear if resources are intimidated, disappear, thought to be not stable or if individuals and groups are unable to find a way to further and protect their resources by individual or collective attempts. Halbesleben and Buckley (2004) state that burnout is very likely to occur if individuals face a threat to things that they value, in other words, resources. The source of threat may arise from demand of work, deprivation of resources related to work, for instance, unemployment or inadequate reciprocation of resources from resources invested. There are basically two perspectives developed to describe the stress process; the former is external or environmental, the latter is internal or mentalistic. Although both perspectives have found grounds and value throughout the progress of stress studies, COR theory, which emerged as integrative one as it regards both perspectives, internal and external, relatively equal, challenges appraisal-based stress theories. COR differs from appraisal-based stress theories in the sense that according to Hobfoll (2001, p. 338)

COR theory may appear to be largely environmental forsaking the self...it relies more centrally on the objective and culturally construed nature of the environment in determining the stress process, rather than the individual's personal construal...Resources are not individually determined, but are both transcultural and products of any given culture.

2.3.4 Service-Oriented Organizational Citizenship Behavior (SOCB) and FLEs

Organ et al. (2006) define Organizational Citizenship Behavior (OCB) as “individual behavior that is discretionary not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of an organization” Bettencourt et al. (2001), highlight three important roles of FLEs in service companies. First, they are the representatives of their firms to outsiders. They

can shine or ruin organizational image. Whether or not they are engaged in OCBs, especially, loyalty, are crucial for firm's brand image. Secondly, FLEs form a strategic link that interconnect the external environment and internal operations as they can provide information on customer needs and expectations on service delivery. So that, FLEs' engagement in OCBs, especially taking individual actions, especially in communication, is pivotal for the betterment of organization's and coworkers' performance. FLEs' conscientious role performance, such as reliable, responsive and gentle service delivery, plays a drastic role especially when it directly affects customers. Bowen et al. (1999) point at the pivotal role of FLEs' SOCBs by stating that SOCB is "critical in service encounters because no one can specify in advance the full range of things that a service employee might have to do in response to unpredictable customer requests." Tang and Tang (2011), specifying the role of FLEs in hotel industry, state that customers are not homogeneous. They have illusive choices, expectations, personalities, attitudes and inclinations. In other words, customer expectations are pluralistic and rapidly changing, which makes the service environment ambiguous and unpredictable. They state that,

In the hotel environment, service-oriented OCB promotes a more effective service delivery procedure, provides better service quality, establishes a more friendly customer interaction, and offers more innovative thoughts about services for better serving the customers and scoring a greater customer satisfaction...Therefore, hotels have been seeking useful means to enhance service-oriented behaviors of their customer contact employees because this type of behaviors is beneficial for service delivery quality, competitive advantages, and financial performance of the hotels. (p. 885)

Chou and Rodriguez (2013) state that due to potential contributions that emerge as a result of organizational citizenship behaviours, preliminary studies focused on likely consequences of such behaviour. Findings point at the following outcomes: decrease in

turnover intention higher performance evaluations, improved group effectiveness, diminished absenteeism, decrease in organizational costs, increase in profitability and increased production quantity. On the other hand, studies those have focused on the antecedents of OCB have found out the following determinants or predictors: moral reasoning, hard work and independence, job affect and job cognition, the extent of organizational support and fair interpersonal treatment are perceived. Bettencourt et al. (2001) state that SOCB is constituted by “loyalty, service delivery and participation”. From OCB perspective, Tang and Tang (2012) define an employee’s loyalty as employee behavior which involve with promoting firm’s image and supporting firm services and products. According to Sun et al. (2007, p. 561), “employees act as advocates to outsiders not only of their organizations’s products and services, but also of its image”. The second type, service delivery, comprises conscientiousness, responsiveness, flexibility and attentiveness of employees. As for the last type ‘Participation OCB’, point at the proactive communication of FLEs with their firms and coworkers to better their service quality. Sun et al. (2007, p. 561) state that “employees take individual initiative, especially communications, to improve their own service delivery and that of their organizations and coworkers as well.”

2.3.5 Customer Orientation of Service Employees (COSE)

Donavan et al. (2004) assert that the more market oriented a firm is, the more likely their performance to rise. They categorize the basic three components of market orientation under three titles: a. Customer Orientation (CO) where the focus is on customers, b. Competitor Orientation, where the focus is on competitors, c. Interfunctional coordination, where the focus is on coordination between firm resources. Similarly, Thureau (2004) states that service companies’ economical success heavily

hinges upon to what extent the company is customer oriented. The rationale behind this assertion is the intangible nature of services and intense customer integration and interaction. According to Donovan et al. (2004), marketing concept in service companies is applicable via frontline employees and the interactivity between customers and them. Ifie (2014), on the role of frontline service employees, states that their role has gained drastic importance and is vital for the success of service companies. Thureau (2004) states that due to intangible and interactive nature of service, customers are often inclined to base their about service quality on the service employees' behaviour. Yavaş and Babakuş (2010, p. 223) mention that,

...frontline employees' attitudes and behaviors towards customers determine customers' perceived service quality, satisfaction and emotional commitment to an organization...Frontline employees also have the capability, more so than other employees in an organization, for returning aggrieved customers to a state of satisfaction after a service failure occurs.

According to Brown et al. (2002, p. 111), Customer Orientation of Service Employees (COSE) is "...an individual's tendency or predisposition to meet customer needs in an on-the-job context". They assert that two basic dimensions; 'needs' and 'enjoyment' dimensions constitute COSE. The former is about an FLE's sense of being capable of fulfilling a customer's wishes. The latter involves to what extent a service employee likes interacting with customers. However, Donovan et al. (2004) study COSE under five dimensions; 'an employee's need to pamper', 'an employee's need to read a customer', 'an employee's need for personal relationship with a customer', 'an employee's need to deliver to a customer' and 'an employee's need for communication with a customer'

2.3.6 Turnover Intention

High employee turnover rates is a severe concern especially for service firms as it is likely to lead loss of knowledge, drop in productivity level and hefty costs of recruitment procedures from advertisement to new staff training. While the US restaurant industry has faced a 115% annual turnover rate, German hotel and food service industry experienced relatively lower but still higher rates of turnover by 67%. CIDP's turnover survey results in 2008 reveal that UK hotel industry encountered a 41% turnover. Economical damages of turnover on firms have raised significant attention among scholars to find out the key drivers behind turnover intention. Initial studies heavily focused on intra-organizational ones, such as heavy workloads, relations with supervisors and subordinates. However, extra-organizational factors, such as impacts of customer-induced stressors were also studied. These studies came up with the following findings: job stress, job dissatisfaction, emotional exhaustion and ultimately turnover intention. (Walsh, 2010)

2.4 Hypothesis of the Study

Customer Related Social Stressors (CSS) and Burnout

Dormann and Zapf (2004, p. 61) argue that, "personal relationships with patients, clients, or children are very demanding and require a high amount of empathy and emotional involvement...people in social interactions tend to play roles and attempt to create certain impressions, including the display of normatively emotional behavior". Being involved in social interactions are not always negative or positive. Fulfilling customer needs, collaborating with them and solving their problems are, from a COR perspective, valuable resources as they foster feeling of accomplishment, social companionship or sense of growth. On the other side of the coin, some behavior in employees' social work environment can make them feel a loss of those resources.

Stress theories compromise on the fact that incase an important thing is threatened, stress is likely to emerge. COR theory approaches the threat as loss of a resource. In case of, for instance, a disproportionate rise in customer expectations and rare satisfaction, FLEs' self-efficacy or self-esteem is likely to reduce. (Dormann and Zapf, 2004)

Service management literature devoted significant interest to find out the antecedents and consequences of such a serious concern. While some concentrated on task-related factors, customer-related ones deserve more attention due to the customers' presence and intense involvement in service offered by FLEs'. The former plays a key role in creation of quality service. How the former are involved in the service process is a determinant in the latter's job performance and assessment. FLEs, while responding unfriendly or sometimes hostile customer behavior or demands, are expected to preserve real-time good emotional feedback, which is likely to deplete their emotional resources. (Kim et al., 2012)

Dorman and Zapf (2004) scrutinized FLEs-client interaction from a stress perspective. They used COR theory as a framework. They used four main constructs to assess CSS: "Disproportionate Customer Expectations", "Customer Verbal Aggression", "Disliked Customers" and "Ambiguous Customer Expectations." They reveal a negative relationship between CSS and burnout. Another emprical study conducted in hotel industry by Choi et al. (2012) reveals the positive relation between CSS (except disproportionate customer expectations) and emotional exhaustion. Therefore, we posit that,

H1. Disproportionate Customer Expectations are negatively related to Emotional Exhaustion

H2. Disproportionate Customer Expectations are negatively related to Depersonalization

H3. Disproportionate Customer Expectations are negatively related to Diminished Personal Accomplishment

H4. Customer Verbal Aggression are negatively related to Emotional Exhaustion

H5. Customer Verbal Aggression are negatively related to Depersonalization

H6. Customer Verbal Aggression are negatively related to Diminished Personal Accomplishment

H7. Disliked Customers are negatively related to Emotional Exhaustion

H8. Disliked Customers are negatively related to Depersonalization

H9. Disliked Customers are negatively related to Diminished Personal Accomplishment

H10. Ambiguous Customer Expectations are negatively related to Emotional Exhaustion

H11. Ambiguous Customer Expectations are negatively related to Depersonalization

H12. Ambiguous Customer Expectations are negatively related to Diminished Personal Accomplishment

Burnout and Service-Oriented Organizational Citizenship Behavior

Chiu and Tsai (2006, p. 518) define burnout as “a psychological response syndrome with symptoms of emotional exhaustion and misanthropy, which often occurs in employees who are engaged in human-service occupations and professions, such as hotel and restaurant service, nursing...” Maslach and Jackson (1981) divide burnout into three components: “emotional exhaustion”, which is a physical and mental tension and strain due to job-related stressors; “depersonalization”, which is disengaging oneself from others and viewing them impersonally; “diminished personal accomplishment” is a sense of negative self-evaluation. Chiu and Tsai (2006) state that even though organization doesn't explicitly reward organizational citizenship behavior, as an extra role behavior it is favorable for organizational productivity. However, Petitta and Vecchione (2011, p. 98) state that “employees' sense of emotional and mental resource depletion avert them from putting extra effort or spending personal time in activities that exceed job requirements, are discretionary, and likely not awarded”. According to Cordes and Dougherty (1993) burnout would lead employees exhibit negative attitudes at workplace towards customers and organization. “Diminished service quality”, “reduced degree of job involvement”, or “increased absenteeism” are some of the outcomes of burnout.

Chiu and Tsai (2006), in an empirical study that examined the relation between all dimensions of burnout and organizational citizenship behaviour, found out that employees who feel emotionally exhausted are not so willing to display organizational citizenship behaviour. This finding confirms findings of Cropanzano et al. (2003). That is, both studies found out a negative relation between emotional exhaustion and organizational citizenship behaviour. Chiu and Tsai (2006), found a negative relation

between diminished personal accomplishment and organizational citizenship behaviour. Although their findings do not point at a negative relation between depersonalization and OCB, we posit that,

H13. Emotional Exhaustion is negatively related to Service Oriented Citizenship Behaviour

H14. Depersonalization is negatively related to Service Oriented Citizenship Behaviour

H15. Diminished Personal Accomplishment is negatively related to Service Oriented Citizenship Behaviour

Burnout and Job Performance

An empirical study conducted by Keijsers et al. (1995) points at an interesting paradox. The study asked Dutch nurses who suffer from job burnout to evaluate their performances. The findings confirmed the negative relation between burnout and job performance. Whereas, supervisor-rated job performance revealed right the opposite. That is, although nurses assessed their job performances low, their supervisors' assessment about them were indicating opposite results. Cropanzano et al. (2003), in their empirical study, pointing at the detrimental impacts of emotional exhaustion on organization, reveal the negative relation between emotional exhaustion and employees' citizenship behavior and job performance. Another empirical study by Moon and Hoor (2011), proved the negative relation between emotional exhaustion and job performance. Therefore, we posit that,

H16. Emotional Exhaustion is negatively related to Job Performance

H17. Depersonalization is negatively related to Job Performance

H18. Diminished Personal Accomplishment is negatively related to Job Performance

Burnout and Customer Orientation

As Yavaş et al. (2013, p. 57) state, “Burnout is a psychological response to stressors on the job...and leads to such undesirable outcomes as diminished job performance, job dissatisfaction, shifting of time spent on work-related activities to non-work activities, lower organizational commitment...”, an employee suffering job burnout, we expect that, is unlikely to be customer oriented, that is why we posit that,

H19. Emotional Exhaustion is negatively related to Customer Orientation

H20. Depersonalization is negatively related to Customer Orientation

H21. Diminished Personal Accomplishment is negatively related to Customer Orientation

Customer Orientation and Turnover Intention

In an empirical study Karatepe, et al (2007) revealed significantly positive relations between customer orientation of FLEs and job resources. Customer orientation was found to be an enhancer of job satisfaction and organizational commitment of FLEs. Significantly negative relation reveals that the more customer oriented an FLE is, the less likely the intention to quit the organization. Their findings are parallel with those of Kunz (2005) and Harris et al. (2006). Therefore, we posit that,

H22. Customer Orientation is negatively related to Turnover Intention

Service Oriented Citizenship Behaviour and Turnover Intention

Chen et al. (1998) claim that a staff exhibiting SOCB such as altruism, conscientiousness, or working beyond working hours reflects his/her active involvement and implies the close distance between him/her and the organization. On the contrary, a

disengaged employee builds a distance between him/her and the organization. Compared to absenteeism, lateness or tardiness, Chen et al. (1998) assert that low SOCB is a clearer indicator of behavioral withdrawal of a staff. In a comprehensive empirical study conducted in 11 companies in China, they obtained significant results which indicate that OCB is a predictive utility to spot employee turnover. They found out while staff performing low levels of SOCB is more inclined to quit the organization, it was right on the contrary with the ones with high level of SOCB. Therefore, we posit that,

H.23 SOCB is negatively related to Turnover Intention

Job Performance and Turnover Intention

Allen and Griffeth (1999) ask a leading question about turnover: Should studies on turnover concentrate on how many employees or which employees are leaving the organization? Even though many scholars mention that turnover is a serious concern, Allen and Griffeth (1999) develop two approaches to turnover from a job performance perspective. While turnover of low-performers is an advantage for the organization, that of high-performers is detrimental. They define dysfunctional turnover as that while low-performers stay, high-performers leave the organization. They approach the issue from the performance of the leavers and stayers and contextual factors those affect their decisions. They assert that explaining whether a high performer is more or less inclined to turnover is complex and not directly linear. Allen and Griffeth (1999) point at the compexity of the issue by giving the following two scenarios; following “perceived ease and desirability of movement framework”, they assert that it is very likely for high performers to find different employment opportunities and thus more easily be inclined to voluntary turnover. However, on the contrary, as high performers tend to receive

more organizational rewards and have more inner satisfaction due to high performance, they may be less inclined to voluntary leave. Therefore, to better understand the relations between high performers' job performance and turnover intention, Allen and Griffeth (1999, p. 528) state that,

Despite general agreement on the importance of performance in understanding the effects of turnover, two questions remain. One, is there a relationship between the two, such that higher performers are inherently more or less likely to quit? Two, are there contextual or contingency factors that influence whether and how job performance and turnover are related?

Although Allen and Griffeth (1999), point out that various empirical studies provide both positive and negative relation between job performance of high performers and turnover intention, from a met expectations perspective, they state that as long as organizational rewards satisfy high performers, majority of the empirical studies in the literature proved that, they will be more likely to stay in the organization. That is why we posit that,

H24. Job performance is negatively related to Turnover Intention.

Chapter 3

METHODOLOGY AND DATA ANALYSIS

3.1 Aims and Objectives of the Study

This empirical study has developed and tested a model that scrutinizes how customer-related social stressors, job burnout, service oriented citizenship behaviour, job performance, customer orientation and turnover intention are related. The context chosen for this empirical study is the Turkish tourism and hospitality industry. Investment Support and Promotion Agency of Turkey (2013) states that, great economic potential generated by travel and tourism industry has gained gradually more attention from the governments all over the world. In 2012, tourism and travel industry contributed to global GDP with US\$ 2.05 trillion. Connecting Asia and Europe, housing the remnants of ancient civilizations and having mesmerizing natural beauties, Turkey has gradually lured many European nations and established itself as a mainstream tourism destination. In 2012, tourism industry contributed Turkey economy with US\$ 32.3 billion, which constitutes nearly four percent of its GDP. Projections towards 2023

are that Turkish economy will receive US\$ 60 billion from international tourism which will be almost equal to 3.4 % of the whole economy.

This study is expected to help hotel managers to better understand the relations between the variables listed above. The findings are believed to help managers better analyze the relations which are likely to influence FLEs, who are frontiers of the service brand, behavior.

3.2 Survey Instrument

A five-point Likert-type scale was used to rate CRSS survey items. The scale ranges from 1 (completely incorrect) to 5 (completely correct). A five-point Likert-type scales was used to rate the remaining items. The scale ranges from 1 (totally disagree) to 5 (totally agree). Conceptual model comprises 6 main constructs; respectively, CRSS, Job Burnout (JB), SOCB, Job Performance (JP), Turnover Intention (TI) and Customer Orientation (CO). Customer Related Social Stressors were measured with 4 dimensions, all of which were adopted from Dormann and Zapf, (2004); Disproportionate Customer Expectations (8 items were used to measure), Customer Verbal Aggression (5 items were used to measure), Disliked Customers (4 items were used to measure) and Ambiguous Customer Expectations (4 items were used to measure). The second construct, Job Burnout, was measured with 3 dimensions, all of which were adopted from Maslach and Jackson, (1981); Emotional Exhaustion (measured by 8 items), Depersonalization (measured by 5 items), and Diminished Personal Accomplishment (measured by 8 items). In order to measure the third construct, Service Oriented Citizenship Behavior, 16 items adopted from Bettencourt (2001) were used. 5 items adopted from Babakuş et al. (1999) were used to measure Job Performance. Turnover

Intention was measured by 4 items adopted from Boshoff and Allen (2000). Customer Orientation was measured by 13 items adopted from Donovan et al. (2004).

3.3 Data Collection

The research setting involves 235 FLEs working in 13 5-star hotels in tourism and hospitality industry in Side, Turkey. The study was conducted by obtaining permission from the hotel managers. They were informed about the scope of the study. The survey instrument was presented to them. Although they were very welcoming for the study, all managers stated that the questionnaires can be handed out and collected in person with the proviso that they are collected the day after in order not to obstruct the work flow. The hotel managers were informed that the questionnaires will not address any specific staff or hotel. Aggregate data results will be provided to the hotel managers. A convenience sampling method was deployed. A pilot study was conducted with 20 respondents. 270 questionnaires were distributed to front line employees by the researcher. Each respondent was given a questionnaire and an envelope. The researcher assured that respondents' responses will be kept confidential and anonymous. They were supposed to fill in the questionnaire and submit to the researcher in the envelope closed the day after, in person. 235 were correctly filled and returned.

3.4 Methodology

Two statistic softwares were used to analyze the data, respectively, SPSS 17 and Smart PLS-3-0. In order to estimate the SEM's (structural equation model) measurement and

structural parameters partial least squares (PLS) approach was pursued. Jain, et al., (2012, p 1008) list the advantages of partial least squares path modeling as follows:

Unlike the covariance-based approach to structural equation modeling...PLS path modeling is component based and does not require multivariate normal data. It places minimal requirements on the measurement levels of the manifest variables and is more suitable for small samples than the covariance-based approach...PLS path modeling is more appropriate for models that contain more complex relationships, a large number of manifest variables (>25), and reflective second-order constructs...PLS path modeling allows for the conceptualization of higher-order factors through its repeated use of manifest variables.

3.5 Findings

The analysis of demographic data, which comprises age, gender, marital status, education, experience in tourism industry and experience in the current workplace, is shown in tables below.

Table 7: The respondents' age distribution

Age	Frequency	Percent
18-25	78	33.2
26-33	99	42.1
34-41	52	22.1
42-49	6	2.6
Total	235	100

Table 8: The respondents' gender distribution

Gender	Frequency	Percent
Female	70	30
Male	165	70
Total	235	100

Table 9: The respondents' marital status distribution

Marital status	Frequency	Percent
Single	146	62.1
Married	83	35.3
Divorced	6	2.6
Total	235	100

Table 10: The respondents' education level distribution

Education	Frequency	Percent
Primary school graduates	9	3,8
Secondary school graduates	16	6,8
High school graduates	114	48,5
Associate/Undergraduate degree holders	85	36,2
Master degree holders	11	4,7
Total	235	100

Table 11: The respondents' experience in hotel industry

Experience	Frequency	Percent
2 years or less	37	15.7
3-6 years	87	37.0
7-10 years	45	19.1
More than 10 years	85	36,2
Total	235	100

Table 12: The respondents' experience in the current hotel

Experience	Frequency	Percent
2 years or less	125	53.2
3-6 years	92	39.1
7-10 years	13	5.5
More than 10 years	5	2.1
Total	235	100

In the following tables (Table 13, convergent validity of construct, Table 14, discriminant validity of construct and Table 15, structural model result), the reader is provided an in-depth analysis of the research findings in accordance with Barclay et al.'s (1995) suggestion of the assessment.

Three measures are shown in the following table: Internal consistency (IC), Alpha (Cronbach's Alpha), Average Variance Extracted (AVE). Jain, et al., (2012) state that convergent validity is evaluated "by inspecting the standard loadings of the measures on their respective constructs" They mention that standardized loading have to be above 0.70 to have construct validity, which was met in all measurements listed in Table 1. AVE for all variables was higher than the cut-off value of 0.50. (Jain, et al., 2012) As for Factor Loadings, as can be seen on the table they are between 0.611 and 0.928.

Table 13: Convergent Validity of Construct

Variable					Factor Loadings
Ambiguous Customer Expectations (ACE)					
IC=0,882	Factor mean score=2,80	Cronbachs Alfa=0,824	SD=0,96	AVE=0,652	
Customers' wishes are often contradictory.					0,779
It is not clear what customers request from us.					0,805

It is difficult to make arrangements with customers.					0,830
Customers' instructions can complicate our work.					0,816
Customer Orientation (CO)					
IC=0,963	Factor mean score=4,17	Cronbachs Alfa=0,958	SD=0,77	AVE=0,668	
I enjoy nurturing my customers.					0,777
I take pleasure in making every customer feel like he/she is the only customer.					0,840
Every customer problem is important to me.					0,807
I thrive on giving individual attention to each customer.					0,824
I naturally read the customer to identify his/her needs.					0,779
I generally know what customers want before they ask.					0,769
I enjoy anticipating the needs of customers.					0,838
I'm inclined to read the customer's body language to determine how much interaction to give.					0,728
I enjoy delivering the intended service on time.					0,873
I find a great deal of satisfaction in completing tasks precisely for customers.					0,857
I enjoy having the confidence to provide good service.					0,874
I enjoy remembering my customers' names.					0,845
I enjoy getting to know my customers personally.					0,798
Customer Verbal Aggression (CVA)					
IC=0,910	Factor mean score=2,47	Cronbachs Alfa=0,875	SD=1,08	AVE=0,671	
Customers often shout at us.					0,845
Customers personally attack us verbally.					0,857
Customers are always complaining about us.					0,846
Customers get angry at us even over minor matters.					0,872
Some customers argue all the time.					0,658
Disliked Customers (DC)					
IC=0,883	Factor mean score=2,78	Cronbach Alfa=0,824	SD=1,05	AVE=0,654	
One has to work with hostile customers.					0,839
One has to work together with customers who have no sense of humor.					0,845
Some customers are unpleasant people.					0,796
Our work rhythm is steadily interrupted by certain customers.					0,752

Variable					Factor Loadings
Disproportionate Customer Expectations (DCE)					
IC=0,932	Factor mean score=3,72	Cronbach Alfa=0,917	SD=0,81	AVE=0,630	
Some customers always demand special treatment.					0,768

Our customers do not recognize when we are busy.					0,761
Some customers ask us to do things they could do by themselves.					0,805
Customers vent their bad mood out on us.					0,791
Our customers do not understand that we have to comply with certain rules.					0,759
Complaining without reason is common among our customers.					0,821
Our customers' demands are often exorbitant.					0,823
Our customers are pressed for time.					0,820
Depersonalization (DE)					
IC=0,865	Factor mean score=2,12	Cronbachs Alfa=0,805	SD=0,88	AVE=0,563	
I feel I treat some customers as if they were impersonal objects.					0,738
I have become more callous towards people since I took this job.					0,813
I worry that this job is hardening me emotionally.					0,730
I do not really care what happens to some recipients.					0,766
I feel customers blame me for some of their problems.					0,700
Diminished Personal Accomplishment (DPA)					
IC=0,956	Factor mean score=2,12	Cronbachs Alfa=0,948	SD=0,73	AVE=0,733	
I can easily understand how my recipients feel about things.					0,816
I deal very effectively with the problems of my recipients.					0,868
I feel I am positively influencing other people's lives through my work.					0,829
I feel very energetic.					0,827
I can easily create a relaxed atmosphere with my customers.					0,891
I feel exhilarated after working closely with my customers.					0,899
I have accomplished many worthwhile things in this job.					0,864
In my work, I deal with emotional problems very calmly.					0,854
Emotional Exhaustion (EE)					
IC=0,928	Factor mean score=2,93	Cronbachs Alfa=0,910	SD=1,04	AVE=0,618	
I feel emotionally drained from my work.					0,674
I feel used up at the end of the workday.					0,764
I feel fatigued when I get up in the morning and have to face another day on the job.					0,813
Working with people all day is really a strain for me.					0,870
I feel burned out from my work.					0,868
I feel frustrated by my job.					0,864
I feel I am working too hard on my job.					0,676
I feel like I am at the end of my rope.					0,731

Variable					Factor Loadings
Job Performance (JP)					
IC=0,883	Factor mean score=3,79	Cronbach Alfa=0,840	SD=0,81	AVE=0,604	
I am a top performer.					0.769
I am in top 10 % of frontline employees here.					0.817
I have higher productivity than others.					0.894
I know more about tasks/duties.					0.768
I get better awards/bonus than others.					0.611
Service Oriented Citizenship Behavior (SOCB)					
IC=0,962	Factor mean score=4,07	Cronbach Alfa=0,958	SD=0,67	AVE=0,615	
Tells outsiders this is a good place to work.					0.792
Says good things about organization to others.					0.800
Generates favorable goodwill for the company.					0.801
Encourages friends and family to use firm's products and services.					0.732
Actively promotes the firm's products and services.					0.837
Follows customer-service guidelines with extreme care.					0.819
Conscientiously follows guidelines for customer promotions.					0.780
Follows up in a timely manner to customer's requests and problems.					0.812
Performs duties with unusually few mistakes.					0.777
Always has a positive attitude at work.					0.774
Regardless of circumstances, exceptionally courteous and respectful to customers.					0.723
Encourages my coworkers to contribute ideas and suggestions for service improvement.					0.826
Contributes many ideas for customer promotions and communications.					0.782
Makes constructive suggestions for service improvement.					0.779
Frequently presents to others creative solutions to customer problems.					0.772
Takes brochures home to read up on a products and services.					0.727
Turnover Intention (TI)					
IC=0,941	Factor mean score=1,99	Cronbach Alfa=0,916	SD=1,06	AVE=0,799	
I will probably be looking for another job soon.					0.863
I often think about quitting.					0.928
I will quit this job sometime in the next year.					0.922
It would not take too much to make me resign.					0.860

Table 14 reports the discriminant validity of the constructs. According to Jain, et al., (2012, p 1008-1011) “a construct should share more variance with its measures than with other model constructs...the square root of the AVE should exceed the intercorrelations of the construct with the other model constructs.” Accordingly, Table 14 presents that findings point at a sufficient discriminant validity for all constructs.

Table 14: Discriminant Validity of Constructs

	ACE	CO	CVA	DC	DCE	DEP	DPA	EE	JP	SOCB	TI
ACE	0.808										
CO	0.041	0.817									
CVA	0.585	-0.055	0.819								
DC	0.417	-0.083	0.465	0.809							
DCE	0.529	0.118	0.536	0.514	0.794						
DEP	0.282	-0.334	0.266	0.436	0.233	0.750					
DPA	-0.037	-0.649	0.006	0.007	-0.151	0.218	0.856				
EE	0.215	-0.139	0.349	0.524	0.347	0.468	0.174	0.786			
JP	0.158	0.344	0.128	-0.075	0.105	-0.087	-0.320	0.048	0.777		
SOCB	-0.038	0.687	-0.114	-0.124	0.029	-0.317	-0.584	-0.211	0.369	0.784	
TI	0.152	-0.314	0.160	0.156	0.033	0.325	0.252	0.349	-0.063	-0.431	0.894

As for Table 15, which presents whether each proposed effect on each variable is significant or not. Two major measures are to be explained to analyse the significance of the effects: R-square and Path Coefficient. According to Nadiri and Günay (2013), the former indicates construct variance of the model in percentage. The latter shows how strong are the relations between the variables. With the hypothesis H1, H4, H7 and

H10, it was proposed that they have a negative effect on Emotional Exhaustion. While supporting H4 and H7, the findings reveal that H1 and H10 are not supported. H2, H5, H8, H11 proposed a negative impact on depersonalization. However, except H8, which propose a negative effect of disliked customers on depersonalization, the other hypothesis, H2, H5, H11 remained unsupported. H3, H6, H9, H12 proposed a negative effect on diminished personal accomplishment. While H6, H9, H12 were not supported, H3, which proposes a negative effect of disproportionate customer expectations on diminished personal accomplishment was supported. H13, H16 and H19 proposed a negative effect on customer orientation. While emotional exhaustion's negative effect (H13) on customer orientation remained unsupported, negative effect of depersonalization (H16) and diminished personal accomplishment (H19) on customer orientation were supported. H14, H17 and H20 proposed a negative effect on Service Oriented Citizenship Behaviour. While emotional exhaustion's proposed effect (H14) was not supported. Depersonalization (H17) and diminished personal accomplishment's (H20) negative effect was supported. H15, H18 and H21 proposed negative effects on job burnout dimensions on job performance. Only H21, diminished personal accomplishment, was supported. H22, H23, H24 proposed a negative effect of respectively, customer orientation, service oriented citizenship behavior and job performance on turnover intention. Except H22, the rest were supported.

As an overall analysis of the findings, the model proposed a negative effect in all 24 hypothesis. While 11 hypothesis (H3, H4, H7, H8, H16, H17, H19, H20, H21, H23, H24) were supported, 13 remained (H1, H2, H5, H6, H9, H10, H11, H12, H13, H14, H15, H18, H22) unsupported. Figure 2 graphically presents the structural model and if

each hypothesis and its effect on the proposed constructs are supported or not supported. A detailed list of mean and standart deviation for each statement in the survey instrument can be seen on Table 16.

Table 15: Structural Model Result

* P ≤ 0,01, * p ≤ 0,10	Proposed Effect	Path Coefficient	T-value	Significance
Effect on Emotional Exhaustion (R-Square=0,298)				
H1. Disproportionate Customer Expectations	-	0,090	1,15	0,25
H4. Customer Verbal Aggression	-	0,157	1,78	0,08 **
H7. Disliked Customers	-	0,452	6,38	0,00 *
H10. Ambiguous Customer Expectations	-	-0,113	1,36	0,18
Effect on Depersonalization (R-Square=0,205)				
H2. Disproportionate Customer Expectations	-	-0,057	0,80	0,42
H5. Customer Verbal Aggression	-	0,042	0,53	0,60
H8. Disliked Customers	-	0,395	5,60	0,00 *
H11. Ambiguous Customer Expectations	-	0,123	1,60	0,11
Effect on Diminished Personal Accomplishment (R-Square=0,039)				
H3. Disproportionate Customer Expectations	-	-0,250	3,10	0,00 *
H6. Customer Verbal Aggression	-	0,099	1,06	0,29
H9. Disliked Customers	-	0,091	1,28	0,20
H12. Ambiguous Customer Expectations	-	-0,0011	0,0459	0,963
Effect on Customer Orientation (R-Square=0,464)				
H13. Emotional Exhaustion	-	0,079	1,48	0,14
H16. Depersonalization	-	-0,238	4,06	0,00 *
H19. Diminished Personal Accomplishment	-	-0,610	11,16	0,00 *

Effect on Service Oriented Citizenship Behaviour (R-Square=0,379)				
H14. Emotional Exhaustion	-	-0,030	0,39	0,69
H17. Depersonalization	-	-0,186	3,23	0,00 *
H20. Diminished Personal Accomplishment	-	-0,538	6,79	0,00 *
Effect on Job Performance (R-Square=0,119)				
H15. Emotional Exhaustion	-	0,145	1,59	0,11
H18. Depersonalization	-	-0,084	0,95	0,34
H21. Diminished Personal Accomplishment	-	-0,327	4,46	0,00 *
Effect on Turnover Intention (R-Square=0,198)				
H22. Customer Orientation	-	-0,054	0,54	0,59
H23. Service Oriented Citizenship Behaviour	-	-0,437	4,38	0,00 *
H24. Job Performance	-	0,118	1,65	0,10 **

Table 16: Mean and Standart Deviation Distribution

Statement	Mean	Standard Deviation
DCE1	4,080851	0,977228
DCE2	3,765957	0,978678
DCE3	3,714894	1,033412
DCE4	3,774468	1,099819
DCE5	3,885106	1,016736
DCE6	3,459574	1,026083
DCE7	3,468085	0,988201
DCE8	3,659574	1,059685
CVA9	2,038298	1,155913
CVA10	2,302128	1,201048
CVA11	2,514894	1,295452
CVA12	2,595745	1,298579
CVA13	3,089362	1,341519
DC14	2,289362	1,343429
DC15	2,514894	1,285517
DC16	3,234043	1,301097
DC17	3,13617	1,25003
ACE18	2,855319	1,152998
ACE19	2,519149	1,20303
ACE20	2,778723	1,173958
ACE21	3,051064	1,232375
EE22	2,889362	1,379216
EE23	3,27234	1,275292
EE24	2,982979	1,380468
EE25	2,92766	1,283975
EE26	2,834043	1,327757

EE27	2,859574	1,271593
EE28	3,242553	1,3416
EE29	2,438298	1,333101
DE30	1,987234	1,167512
DE31	1,919149	1,061091
DE32	2,229787	1,246519
DE33	2,110638	1,235382
DE34	2,370213	1,188965
DPA35	2,046809	0,833295
DPA36	2,046809	0,868453
DPA37	2,195745	0,797956
DPA38	2,27234	0,888123
DPA39	2,093617	0,919728
DPA40	2,059574	0,899112
DPA41	2,102128	0,77776
DPA42	2,114894	0,800368
SOCB43	3,987234	0,940453
SOCB44	3,961702	0,912064
SOCB45	4,042553	0,890535
SOCB46	3,782979	0,86709
SOCB47	3,876596	0,904455
SOCB48	4,12766	0,867677
SOCB49	4,017021	0,881752
SOCB50	4,212766	0,777245
SOCB51	4,357447	0,811178
SOCB52	4,280851	0,830672
SOCB53	4,297872	0,824696
SOCB54	4,153191	0,833295
SOCB55	4,055319	0,858046
SOCB56	4,046809	0,828151
SOCB57	4,034043	0,821005
SOCB58	3,72766	0,878446
JP59	3,476596	1,030769
JP60	4,004255	0,85484
JP61	3,723404	0,940588
JP62	3,668085	1,02971
JP63	3,114894	1,313796
TI64	1,953191	1,170297
TI65	2,038298	1,213625
TI66	2,119149	1,220662
TI67	1,859574	1,110105
CO68	4,246809	0,909788
CO69	4,26383	0,856455
CO70	4,131975	0,958343
CO71	4,093617	0,978269

CO72	4,07234	0,942288
CO73	3,791489	1,01439
CO74	4,06383	1,000091
CO75	3,970213	0,944601
CO76	4,306383	0,886606
CO77	4,32766	0,891005
CO78	4,323404	0,904455
CO79	4,225532	0,954178
CO80	4,238298	0,975458

Chapter 4

DISCUSSION AND CONCLUSION

4.1 Discussion

This empirical study has developed and tested a model that scrutinizes how customer-related social stressors, job burnout, service oriented citizenship behaviour, job performance, customer orientation and turnover intention are related. The context chosen for this empirical study is the Turkish tourism and hospitality industry.

In total 24 hypothesis were tested. Although all these hypothesis proposed negative effects, 13 hypothesis were not supported, while 11 were supported. Considering the proven negative relations between CRSS and Burnout dimensions; Customer Verbal

Aggression and Disliked Customers' negative relation with Emotional exhaustion was found out as asserted by Dormann and Zapf (2004). Disliked Customers was also found negatively related to Depersonalization. Disproportionate Customer Expectations' negative impact on Diminished Personal Accomplishment was also found significant. As for the negative effects of Job Burnout dimensions; as Chiu and Tsai (2006) found a negative relation between Diminished Personal Accomplishment and Organizational Citizenship Behaviour, the findings of this study reveal that Diminished Personal Accomplishment and Depersonalization are negatively related with Customer Orientation and SOCB. A negative effect of Diminished Personal Accomplishment on Job Performance was also found. As for the Turnover Intention. It was found out that Turnover Intention is negatively effected by SOCB and Job Performance, as Allen and Griffeth (1999) point out that because high performers tend to receive more organizational rewards and have more inner satisfaction due to high performance, they may be less inclined to voluntary leave.

On the other hand, in contrast to Dormann and Zapf (2004), Disproportionate Customer Expectations and Ambiguous Customer Expectations' proposed effect on Emotional Exhaustion was not proven. The results also do not point at a significant finding on Disproportionate Customer Expectations, Customer Verbal Aggression and Ambiguous Customer Expectations' proposed effect on depersonalization. Similarly, Disliked Customers, Customer Verbal Aggression and Ambiguous Customer Expectations' were not negatively related to Diminished Personal Accomplishment. In contrast to Cropanzano et al. (2003) who empirically proved that Emotional Exhaustion is negatively related to Customer Orientation and SOCB, negative effect of Emotional

Exhaustion was found to be unrelated to Customer Orientation and SOCB. Although Babakuş and Karatepe (2013, p. 57) state that burnout “leads to such undesirable outcomes as diminished job performance, job dissatisfaction, shifting of time spent on work-related activities to non-work activities, lower organizational commitment...”, two dimensions of burnout; Emotional Exhaustion and Depersonalization were also remained unsupported regarding their effect on Job Performance. These findings, which contradict with some empirical studies that reveal at the relations with the CRSS and Job Burnout dimensions, can be discussed from some perspectives. During the data collection process, as the researcher, the personal talks conducted with hotel managers provide some hints to understand circumstances in the sector. One reason which refute the negative relation between these factors can be gradually improving working conditions of staff in tourism and hospitality industry. 8 hours fixed working hours, guaranteed overtime payments, better accommodation opportunities to both single and married staff may be the most salient factors behind this improvement. Supply and demand imbalance in vacant positions due to rapid increase in the number of 5-star hotels and problems in finding sufficient labour in tourism and hospitality industry, while is a severe concern for hotel managers, it is an important employment advantage and power for the staff. Thus, hotel managers and mid-level managers or unit managers have to be more careful to retain trained and experienced staff by either providing fringe benefits or by conducting more sensitive manner towards the staff. Emotional contagion can be a very important factor to be considered. Well-trained and experienced team or unit leaders who are capable of managing staff more sensitively, creating peaceful staff realtions, peer support or team spirit can also be another factor which shield staff from dimensions of customer related social stressors. The data gathered from 13 different

hotels, each of which has different target markets. Nationality of the tourists can be an important factor behind the findings. Each nationality has its own peculiarity. While some nationalities are stigmatized with being “Problematic”, some are labeled as “Cherry on top”. Linguistic competency of a staff in the target language to reciprocate customer desires or problems can also be an advantage for the staff to express feelings. On the contrary, lack of competency in the target language can also be an advantage to minimize the outbreak or continuation of verbal conflict. Experience in tourism industry can be an advantage as that an employee may over time develop skills and strength to overcome stressors. Especially experience with the target population, that is nationality, may give employees to generalize different nationalities and develop preemptive mental and behavioral strategies.

4.2 Recommendations and Conclusion

Betterment of FLEs’ resiliency to job related stressors should be a prior concern for hotel managers both for improving the service quality and also retaining experienced and skillful staff. Managers should concentrate on how to build a resilient organization to better able to manage stressful working conditions especially in the peak season. It was so promising that the researcher and the research were very welcomed by the hotel managers despite the rush. Even though hotel managers informed that governmental bodies do not conduct studies to better grasp the relevant circumstances in the industry, universities and hotel industry should optimize research collaboration opportunities. Instead of being outsiders, academic researchers should be allowed to be insider researchers. Ministry of Tourism should be a catalyst to convene both parties to develop intimate relations. In order to create unique differentiation in customer mind, human factor is crucial. The more studies are conducted to understand and correct the job

related stressors and find ways to teach employees to be resilient, the more likely the service quality progress. Even though it is beyond this study, approaching to employees from intergroup dynamics can better serve the industry. Emotional contagion may be an important point to be considered. If the number of employees who are both resilient to hurdles, motivated and skillful to provide service excellency outnumber the incapable ones in psychological sense, their leadership is very likely to spread to others.

This study also has some limitations. It is not possible to generalise the findings to all types of accommodation establishments. Since, the study applied just on frontline employees who have a direct contact with customers, so it is not accurate to use results for whole employees. These limitations might be eliminated by having future studies at different cultures and on different forms of accommodation establishments.

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APPENDIX

Değerli Katılımcı,

Bu araştırmanın amacı Antalya'daki birinci sınıf otellerde müşterilerle direk temas içerisinde olan siz değerli çalışanların müşterilerle olan iletişiminin işle ilgili motivasyonunuz, performansınız ve müşteri odaklı çabalarınızı nasıl etkilediğini tespit

etmeyi amaçlamaktadır. Ayrıca çalışma yaşanan sürecin sonundaki sizin kurumdaki geleceğinizle ilgili düşüncenizi de tespit etmeye çalışmaktadır.

Araştırmanın uygulaması yaklaşık 5-7 dakikalık zamanınızı alacaktır. Çalışma sonuçları toplu olarak değerlendirilecek ve akademik amaçla kullanılacaktır. Katkılarınız için şimdiden teşekkür ederiz.

Çalışma içerisindeki yargı cümleleri ile ilgili düşünceleri ifade ederken 5 ölçek kullanılacak olup her farklı yargı cümlesi kümesi üzerinde ilgili ölçek belirlenecektir. Örnek bir ölçek altta sunulmuştur.

Örnek: Sizin için uygun olan seçeneği lütfen daire içine alın.

1: Hiç doğru değil	2: Çoğunlukla doğru değil	3: Ne yanlış ne doğru	4: Çoğunlukla doğru	5: Kesinlikle doğru
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Soru No						
Örnek	Müşteriler ile iletişim kurmak zordur.	1	2	③	4	5

1: Hiç doğru değil	2: Çoğunlukla doğru değil	3: Ne yanlış ne doğru	4: Çoğunlukla doğru	5: Kesinlikle doğru
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Soru No						
DCE						
1	Bazı müşteriler daima özel ilgi talep ederler.	1	2	3	4	5
2	Müşterilerimiz bizim meşgul olduğumuzu kabul etmezler.	1	2	3	4	5
3	Bazı müşteriler kendilerinin yapabilecekleri şeyleri bizden yapmamızı isterler.	1	2	3	4	5

4	Müşteriler kötü ruh hallerini bize yansıtırlar.	1	2	3	4	5
5	Müşterilerimiz bizim belirli kurallara uymamız gerektiğini anlamazlar.	1	2	3	4	5
6	Sebepsiz yere şikayet etmek müşterilerimiz arasında çok yaygın bir davranış.	1	2	3	4	5
7	Müşterilerimizin talepleri genellikle çok aşırı.	1	2	3	4	5
8	Müşterilerimiz zaman konusunda baskı yapar.	1	2	3	4	5
CVA						
9	Müşteriler sık sık bize bağırır.	1	2	3	4	5
10	Müşteriler bize sözlü olarak saldırıda bulunur.	1	2	3	4	5
11	Müşteriler bizim hakkımızda daima şikayet ediyorlar.	1	2	3	4	5
12	Müşteriler küçük meselelerde bile bize sinirleniyorlar.	1	2	3	4	5
13	Bazı müşteriler her zaman tartışma yaratır.	1	2	3	4	5
DC						
14	Düşmanca tutum içerisinde olan müşteriler ile birlikte çalışmak durumundayım.	1	2	3	4	5
15	Hiç espri anlayışı olmayan müşteriler ile birlikte çalışmak durumundayım.	1	2	3	4	5
16	Bazı müşteriler nezaketsiz insanlardır.	1	2	3	4	5
17	İş ritmimiz sürekli olarak bazı müşteriler tarafından bozulur.	1	2	3	4	5
ACE						
18	Müşterilerin istekleri genelde çelişkili.	1	2	3	4	5
19	Müşterilerin bizden ne istedikleri açık değil.	1	2	3	4	5
20	Müşterilerle ayarlama/düzenleme yapmak zordur.	1	2	3	4	5
21	Müşterilerin istekleri işimizi karmaşık hale getirebiliyor.	1	2	3	4	5

1: Kesinlikle Katılmıyorum	2: Katılmıyorum	3: Ne katılıyorum, ne de katılmıyorum	4: Katılıyorum	5: Kesinlikle katılıyorum
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Soru No						
EE						
22	İşimden dolayı duygusal olarak bitkin hissederim.	1	2	3	4	5
23	Mesai bitiminde kendimi tükenmiş hissederim.	1	2	3	4	5
24	Sabah kalktığımda ve bir başka iş günü ile karşılaştığımda kendimi yorgun hissederim.	1	2	3	4	5
25	Tüm gün insanlarla çalışmak bende büyük bir stres/gerginlik yaratıyor.	1	2	3	4	5
26	İşten dolayı kendimi tükenmiş hissederim.	1	2	3	4	5
27	İşimden dolayı kendimi gergin/sinirli hissederim	1	2	3	4	5
28	İşimde çok aşırı çalıştığıma inanıyorum.	1	2	3	4	5
29	Artık sabrımın sonuna geldiğime inanıyorum.	1	2	3	4	5

1: Kesinlikle Katılmıyorum	2: Katılmıyorum	3: Ne katılıyorum, ne de katılmıyorum	4: Katılıyorum	5: Kesinlikle katılıyorum		
Soru No						
DE						
30	Bazı müşterilere sanki kişiliği olmayan nesnelermiş gibi davrandığımı	1	2	3	4	5

	hissederim					
31	Bu işe girdiğimden beri insanlara karşı daha duyarsız oldum.	1	2	3	4	5
32	Bu işin beni duygusal olarak zorlaması beni üzüyor.	1	2	3	4	5
33	Bazı müşterilere ne olduğu umurumda bile değil.	1	2	3	4	5
34	Bazı sorunlardan dolayı müşterilerin beni suçladığını hissediyorum.	1	2	3	4	5
DPA						
35	Müşterilerin nasıl hissettiklerini kolaylıkla anlayabiliyorum.	1	2	3	4	5
36	Müşterilerimin sorunlarıyla etkili bir şekilde başa çıkabilirim.	1	2	3	4	5
37	Yaptığım işle başkalarının yaşantılarını olumlu bir biçimde etkilediğimi hissediyorum.	1	2	3	4	5
38	Kendimi çok enerjik hissediyorum.	1	2	3	4	5
39	Müşterilerimle kolayca rahat bir ortam yaratabilirim.	1	2	3	4	5
40	Müşterilerimle yakın olarak çalışmaktan dolayı çok mutlu hissediyorum.	1	2	3	4	5
41	Bu işte birçok kayda değer şey başardım.	1	2	3	4	5
42	İşimde, duygusal problemlerle sakin bir şekilde başa çıkabiliyorum.	1	2	3	4	5
SOCB						
43	Kurum dışındaki kişilere bu kurumun çalışmak için iyi bir yer olduğunu söylerim.	1	2	3	4	5
44	Başkalarına çalıştığım kurum ile ilgili iyi şeyler söylerim.	1	2	3	4	5
45	Çalıştığım kurum lehine artı değer yaratırım.	1	2	3	4	5
46	Ailemi ve arkadaşlarımı kurumumun ürün ve hizmetlerini kullanmaları için cesaretlendiririm.	1	2	3	4	5
47	Aktif olarak kurumumun ürün ve hizmetlerini tanıtırım.	1	2	3	4	5
48	Müşteri hizmetleri kurallarına titizlikle uyarım.	1	2	3	4	5
49	Müşteriye yönelik promosyonlarla ilgili uygulamaları titizlikle takip ederim.	1	2	3	4	5
50	Müşterilerin istek ve sorunlarını zamanında takip ederim.	1	2	3	4	5
51	Görevlerimi en az hata ile yerine getiririm.	1	2	3	4	5
52	İş yerinde daima olumlu bir tavra sahibim.	1	2	3	4	5
53	Koşullar ne olursa olsun, müşterilere daima kibar ve saygılıyım.	1	2	3	4	5
54	İş arkadaşlarımı hizmet kalitesinin gelişmesi için fikir ve öneri sunmaya cesaretlendiririm.	1	2	3	4	5
55	Müşterilerle yönelik tanıtım ve iletişim çalışmalarına fikirlerimle katkı koyarım.	1	2	3	4	5
56	Hizmet kalitesinin gelişmesi için yapıcı önerilerde bulunurum.	1	2	3	4	5
57	Müşteri problemlerinin çözümü için etrafımdakilere sık sık yaratıcı çözüm önerileri sunarım.	1	2	3	4	5
58	Hizmet ve ürünlerle ilgili broşürleri okumak için eve götürürüm.	1	2	3	4	5
JP						
59	Çalıştığım yerde en yüksek performansı gösteren benim.	1	2	3	4	5
60	İş arkadaşlarım arasında en iyi performans gösteren ilk % 10 luk grup içerisindeyim.	1	2	3	4	5
61	Diğer çalışanlardan daha üretkenim.	1	2	3	4	5
62	İş ve görevle ilgili diğer çalışanlardan daha fazla bilgiye sahibim.	1	2	3	4	5
63	Diğer çalışanlardan daha fazla ödül/prim/bahşiş alırım.	1	2	3	4	5

1: Kesinlikle katılmıyorum	2: Katılmıyorum	3: Ne katılıyorum, ne de katılmıyorum	4: Katılıyorum	5: Kesinlikle katılıyorum
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Soru No						
TI						
64	Çok yakın zamanda başka bir iş arıyor olacağım.	1	2	3	4	5
65	İşten ayrılmayı sıklıkla düşünüyorum.	1	2	3	4	5
66	Gelecek yıl bu işten ayrılacağım.	1	2	3	4	5
67	Çok geçmeden istifa edebilirim.	1	2	3	4	5
CO						
68	Müşterilerimin rahatını sağlamaktan keyif duyarım.	1	2	3	4	5
69	Müşterilerime kendilerini özel hissettirmekten keyif duyarım.	1	2	3	4	5
70	Müşterilerin her türlü problemi benim için önemlidir.	1	2	3	4	5
71	Her müşteriye bireysel ilgi göstermeye gayret ederim.	1	2	3	4	5
72	Sahip olduğum kabiliyetler sayesinde müşterilerin istek ve ihtiyaçlarını kolayca anlarım.	1	2	3	4	5
73	Müşteriler benden birşey istemeden onların ne istediğini bilirim.	1	2	3	4	5
74	Müşterilerin ihtiyaçlarını tahmin etmekten keyif duyarım.	1	2	3	4	5
75	Müşteriler ile nasıl bir ilişki içerisine gireceğime onların beden dilini okuyarak karar veririm.	1	2	3	4	5
76	Beklenen hizmeti zamanında yerine getirmekten keyif duyarım.	1	2	3	4	5
77	Müşterilere karşı görevlerimi eksiksiz olarak yerine getirmekten büyük keyif duyarım.	1	2	3	4	5
78	İyi hizmet sunmanın verdiği güven duygusundan keyif alırım.	1	2	3	4	5
79	Müşterilerimin isimlerini hatırlamaktan keyif duyarım.	1	2	3	4	5
80	Müşterilerimi şahsen tanımaktan keyif duyarım.	1	2	3	4	5

KİŞİSEL BİLGİLER

Yaş: () 18 – 25 () 26 – 33 () 34 – 41 () 42 – 49 () 50 – 57 () 58 –ve üzeri

Cinsiyet: () Kadın () Erkek

Eğitim Düzeyi: () İlkokul Mezunu () Lise Mezunu () Yüksek lisans mezunu

() Ortaokul Mezunu () İki/dört yıllık üniversite mezunu

Medeni Durum: () Bekar () Evli () Boşanmış

Otelcilik sektöründeki deneyiminiz:

2 yıl ya da daha az 3-6 yıl arası 7-10 yıl arası 10 yıldan fazla

Şu anda çalıştığınız otelde kaç yıldır görev yapıyorsunuz?

2 yıl ya da daha az 3-6 yıl arası 7-10 yıl arası 10 yıldan fazla

Şu anda yaptığınız görev: _____