

**Manager Mindsets and Employee Organizational
Citizenship Behaviors: A Multilevel Study of
Managers and their Employees in North Cyprus
Hospitality Industry**

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ABSTRACT

This study investigates how hotel managers with incremental mindsets influence the organizational citizenship behaviors of their subordinates through the process of coaching. The study also investigates how the differences in the procedural justice climate in the departments may amplify the importance of effective coaching for organizational citizenship behaviors of employees.

Structured and self-administered surveys were collected from managers and employees of 12 five star hotels operating in Northern Cyprus. A sample of 216 employees and department managers in 40 departments responded to the survey. Since the employees are nested in the departments, a multilevel analysis using hierarchical linear modelling was utilized.

Effects of incremental mindsets of managers on the organizational citizenship behaviors of their subordinates are mediated by the coaching behavior of the managers. Effective coaching is especially more important in departments where procedural justice climate is low. In line with the substitutes to leadership theory, the positive procedural justice climate serves as a substitute for coaching, however when the procedural justice climate is negative, the role of effective coaching becomes imperative for organizational citizenship behaviors of employees.

A growth mindset oriented organizational culture should be formed in hospitality organizations with shared beliefs that peoples' abilities are malleable and can be developed. Hotels should not only seek managers who have experience and knowledge, but should also strive to attract managers with incremental mindsets.

Due to the high level of competition in the hospitality and tourism sector, having employees with high levels of organizational citizenship behaviors who will perform even when they are not monitored and who will help co-workers even when certain tasks are not spelled out in their job descriptions is a source of competitive advantage. The study demonstrates how organizational citizenship behaviors can be improved through effective coaching and how procedural justice climate influences the strength of this relationship using a multi-level model.

Keywords: Implicit person theory, coaching behavior, procedural justice climate, organizational citizenship behavior, multi-level analysis.

ÖZ

Bu çalışma esnek zihniyet yapısına sahip otel müdürlerinin koçluk davranışları vasıtasıyla çalışanlarının örgütsel vatandaşlık davranışlarını nasıl etkilediğini araştırmaktadır. Bu çalışma aynı zamanda otel departmanlarındaki prosedürel adalet ortamlarındaki farklılıkların, müdürlerin koçluk davranışlarının çalışanlarının örgütsel vatandaşlık davranışları üzerindeki etkisini nasıl değiştirdiğini araştırmaktadır.

Kuzey Kıbrıs'ta faaliyette olan 12 beş yıldızlı otelde görevli müdür ve çalışanlardan, yapılandırılmış ve kendi kendine uygulanan anketler toplanmıştır. Kırk departmanda görevli toplam 216 çalışan ve müdür yapılan ankete katılmıştır. Çalışanların departmanlarda içiçe yuvalanmalarından dolayı hiyerarşik doğrusal modelleme kullanılarak çok düzeyli analizler yapılmıştır.

Müdürlerin esnek zihniyet yapılarının çalışanlarının örgütsel vatandaşlık davranışları üzerindeki etkisinde, müdürlerin koçluk davranışlarının aracılık etkisi mevcuttur. Düşük düzeydeki prosedürel adalet ortamlarında etkili koçluk daha fazla öneme sahiptir. Liderlik ikameleri teorisi ile uyumlu bir şekilde, olumlu prosedürel adalet ortamı koçluk için ikame rolü üstlenmektedir; öte yandan olumsuz bir prosedürel adalet ortamında ise etkili bir koçluğun çalışanların örgütsel vatandaşlık davranışları üzerindeki rolü büyük önem arz etmektedir.

Konaklama kurumlarında, insanların yeteneklerinin şekillendirilip geliştirilebileceği esnek zihniyet yapısına yönelik bir ortak organizasyon kültürü oluşturulmalıdır.

Oteller mdr seimlerinde sadece tecrbe ve bilgiyi gz nnde bulundurmayıp esnek zihniyet yapısına sahip mdrleri bulmak iin de aba sarf etmelidirler.

Rekabetin st seviyede olduėu konaklama ve turizm sektrnde, iř tanmlarında olmadıėı halde kendilerini kimse izlemese bile dzgn alıřan ve alıřma arkadaşlarına yardımcı olup rgtsel vatandaşlık davranıřları sergileyen alıřanlara sahip olmak rekabet stnlėu saėlamaktadır. Bu alıřma ok dzeyli bir model kullanarak, alıřanların rgtsel vatandaşlık davranıřlarının mdrlerin koluk davranıřları aracılıėı ile nasıl geliřtirilebildiėi ve prosedrel adalet ortamının bu iliřkinin dzeyini nasıl etkilediėini gstermektedir

Anahtar Kelimeler: rtk Kiři Kuramı, Koluk Davranıřları, Presedrel Adalet Ortamı, rgtsel Vatandaşlık Davranıřı, ok Dzeyli Analiz.

DEDICATION

To My Family

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Chapter 1

INTRODUCTION

As a result of its content and character, tourism is a distinct area of activity in the present day which constitutes an important part of economic and social lives of most of the countries in the world. Earnings from domestic and foreign visitors can aid to economic growth of both local people and economy of a country. A main advantage of tourism in the economic development is the creation of opportunities for direct and indirect employment (Bunghez, 2016). One in every eleven jobs in the world is within the tourism and travel industry. The number of international tourist arrivals in 2015 increased by 4.6% to reach a total of 1186 million worldwide, an increase of 52 million over the previous year. It was the sixth consecutive year of above-average growth in international tourism following the 2009 global economic crisis. International tourism receipts grew by 4.4% in real terms with total earnings in the destinations estimated at US\$ 1260 billion worldwide in 2015. France, the United States, Spain and China continued to top the rankings in both international arrivals and receipts. Forecasts prepared by UNWTO in January 2016 point to a continuation of growth in international tourist arrivals at a rate of between 3.5% and 4.5% in 2016, in line with the Tourism Towards 2030 long-term projection of 3.8% growth a year for the period 2010 to 2020. International tourism represents 7% of the world's exports in goods and services and the rank of tourism in worldwide export category is third after fuels and chemicals (UNWTO, 2016). Tourism also provides income for the governments in terms of taxes received from the touristic facilities and

establishments. The receipts from rooms, food and beverage, entertainment, and transportation is distributed to the labor, farming, treasury, and manufacturing industry. This distribution is also referred as the ripple effect in economics where a dropped stone in to the pond creates small ripples that spread out. Building hotels, hotel-apartments, holiday villages, restaurants and beach resorts enable additional supporting sectors to get involved in tourism like equipment providers and furnishing companies. This creates an increased demand for the local production which fosters local industry to develop. Vast investments are necessary to establish the tourism industry. Particularly, in order to establish a tourist facility and infrastructure, a great deal of capital is needed. Tourism enables individuals to use a portion of their income to create an opportunity in the tourism industry. By this way, an individual makes good use of his/her inactive financial resources in the market to gain an income from tourism. Financial resources that circulate in the market create additional incomes to other parties in relation to exchange. People who travel to different locations have the upper hand in getting involved with a variety of different communities and cultures. This provides a behavior cleansed from the nationalistic or racist feelings which in turn provides an understanding of different cultures and respect to one another. Tourism strengthens the social ties among individuals by bringing different cultures together. In this modern era and dazzling speediness of movements, individuals who work in the heart of the industry get higher levels of mental and physical fatigue. As a consequence, this fatigue, may illustrate itself as psychological disorders. It is known fact that, natural beauties with its healing waterfalls have a positive effect on individuals' relaxation process. Additionally, sport activities provide a physical, spiritual, and mental development of individuals. Individuals who travel around a country get to know other people in different

locations. This creates a development of feelings of respect to other people who reside in different locations of a country. Tourism also plays a big role in contributing to the development of international relations. Tourism is the only entity that brings neighboring or far nations together which enables to see, acknowledge, and communicate to others. Individual relations derived from tourism bring world nations closer and in return international peace is fostered via tourism.

The purpose of this study is to examine the effects of the level of incremental mindsets of hotel managers on organizational citizenship behaviors (OCBs) of their subordinates. Additionally, the study investigates how coaching behavior may mediate this relationship. Also, this research examines the importance of effective coaching of managers for their employees' OCBs under different procedural justice climates (PJC) in the departments.

This section provides information about the historical, cultural and political situation of Cyprus. The importance of tourism in Northern Cyprus has been explained and managerial difficulties faced in the tourism industry have been discussed. In addition, the importance of OCBs, especially for the hospitality industry in Northern Cyprus, has been highlighted. Later, this section elucidates how OCBs of employees can be influenced by attitudes of managers and various contexts.

1.1 A Brief Introduction to Cyprus, Tourism in Northern Cyprus and Managerial Challenges

Cyprus is the third largest easternmost island in the Mediterranean Sea after Sicily and Sardinia with an area of 9,251 square kilometers. The island Cyprus has been conquered and administered by several civilizations and empires such as Assyrians,

Egyptians, Persians, Romans, Byzantines, Lusignans, Venetians, Ottomans and British where each one of them left their diacritic footprints on the various landscapes and culture. Cyprus remained a British Colony until the establishment of the Republic of Cyprus in 1960. The constitution of the Republic of Cyprus was set up between Greek Cypriot and Turkish Cypriot communities according to the Zurich and London Agreements in 1959. In accordance with these agreements, the United Kingdom, Turkey and Greece were the guarantors of independence and sovereignty of the Republic of Cyprus (Stephen, 2000). In 1963, Greek Cypriots attempted to change the federal constitution by establishing a new unitary type of government where the Turkish Cypriots would be given minority rights and their veto powers over the decisions of Greek Cypriots would be abolished. Consequently, at the end of 1963, Greek and Turkish Cypriots started to kill each other in a civil war. As a result, the United Nations sent a peacekeeping force to Cyprus to stop the violence in the island. In 1974, Greek dictatorship sent troops to the island to remove the Archbishop Makarios from power who was the president of Cyprus. As a result of this military intervention, both Greek Cypriot opponents and Turkish Cypriots were massacred (Denktas, 1988). The Turkish Cypriot people were besieged by the Greek national guards and another massacre of the Turks was imminent. At this juncture, on 19th of July 1974, the Turkish army was ordered to launch a “Peace Operation” and exercise the right of intervention, according to the Treaty of Guarantee. The aim of this operation was to maintain the independence of Cyprus and to protect the Turkish Cypriot people. In 1983, the Turkish Republic of Northern Cyprus (TRNC) was declared as an independent republic and it is only recognized by Turkey where the government in the South (Greek side) is the internationally recognized government of the island. Nicosia is the capital city of both sides. Despite the fact that TRNC has

two airports, Ercan Airport and Gecitkale Airport, neither of them are politically recognized nor open to international flights. All the incoming and outgoing international flights are done with a stopover at Turkish mainland airports which extends the time of each journey. This results in the reliance of tourists from mainland Turkey with 1,110,795 Turkish arrivals (Ministry of Tourism and Environment, 2016). TRNC has an area of 3,355 square kilometres and is approximately 75 kilometres (47 miles) south of Turkey, 105 kilometres (60 miles) west of Syria, and 380 kilometres (200 miles) north of Egypt. The prominent geographic features in Northern Cyprus include the Besparmak Mountain range in the north around Kyrenia and the Mesarya Plain in the middle.

Alipour and Kilic (2005) indicated that TRNC had to deal with drawbacks arising out of being a politically unrecognized country as well as made exposure to desperately depend on Turkey both financially and politically. This situation negatively influenced promotional campaigns of TRNC, employment, and a number of foreign investments (Altinay & Bowen, 2006). Despite these compelling situations, the tourism industry is the main sector for economic development in North Cyprus since the 1980s. The number of touristic establishments and investments has been increasing year by year. According to the statistics of the Ministry of Tourism and Environment (MTES) (2016), TRNC has 133 lodging establishments with a 21,425 bed capacity. These establishments include 18 five-star hotels, 5 four-star hotels, 13 three-star hotels, 17 two-star hotels, 15 one-star hotels, 25 touristic bungalows, 20 pensions, 5 boutique hotels, 4 holiday villages and other types. Eighty five of these 133 total lodging establishments are located in the Kyrenia region. Iskele region has 28, Famagusta has 9, Guzelyurt has 5 and the capital city Nicosia has 6 establishments. These establishments provided jobs to 6,563 people in the year 2015.

In 2015, the net tourism income was 746.7 million USD and the ratio of net tourism income to the trade balance was 43.4%. The total number of tourist arrivals in 2015 was 1,483,244. The vast majority of total tourist arrivals came from Turkey (1,110,795 people). Germany (58,516), England (56,250), Iran (20,412), Czech Republic (16,114), Russia (14,950), Slovakia (12,776), Ukraine (8,195) and Austria (7,533) are the other main tourist generating countries for TRNC after Turkey. Occupancy rates of lodging establishments reach to highest percentages in summer times. August had the highest occupancy rate in the year 2015 with an average rate of 74.4%. On the other hand, with an average rate of 28.3%, December had the lowest occupancy rate of the year. Even though the development in tourism is not very successful, Yasarata et al., (2010) pointed out that TRNC has a great tourism potential with its unspoiled landscapes. Altinay, Altinay, and Bicak (2002) specified the need for a sustainable tourism master plan to develop the tourism industry economically, socially and environmentally. On the other hand, gambling is a developing new form of tourism in TRNC which also has unfavorable effects to the tourism industry by shortening the average length of stay of tourists (Altinay et al., 2002). The unstable political environment on the island influences the tourism industry of Northern Cyprus on a large scale (Farmaki et al., 2015, Altinay & Bowen 2006). Northern Cyprus is not recognized politically as a state by any country except Turkey which results in a shortage of qualified employees (Yasarata et al., 2010, Altinay et al., 2002) as well as an over reliance on Turkey and limited pool of employees and investors (Altinay et al., 2002, Altinay and Bowen, 2006). Studies report a high level of unemployment in Northern Cyprus (Cyprus Turkish Chamber of Commerce, 2015), and due to skills mismatches and structural problems in the economy hotels, there is difficulty finding qualified employees in North Cyprus and

a large number of employees are brought from Turkey (Farmaki et al., 2015). There is a high level of employee turnover (Karatepe & Kilic, 2007; Karatepe & Uludag, 2007) and hotels are not using contemporary management approaches (Kilic & Okumus, 2005). Hence, hotel managers need to find ways of developing higher levels of commitment, loyalty and citizenship behaviors among the employees.

1.2 The Importance of Organizational Citizenship Behaviors for Northern Cyprus's Hospitality Industry

OCBs refer to employee behaviors that facilitate organizational effectiveness but are not a formal job requirement and do not get rewarded by the formal reward system (Bateman & Organ, 1983). Low wages, high turnover rates and recruitment of qualified personnel are some of the major problems not only in Northern Cyprus (Karatepe & Kilic, 2007; Farmaki et al., 2015) but also in the hospitality industry in general (Carbery et al., 2003). Hospitality employees in Northern Cyprus are expected to deliver high quality customer service in difficult and demanding service encounters although they are underpaid, not trained well, and have heavy workloads (Daskin et al., 2013; Arasli, Bavik & Ekiz, 2006; Karatepe & Sokmen, 2006). Therefore, in today's competitive world, hospitality organizations in Northern Cyprus should pay extra attention to employing personnel who are cooperative and can voluntarily go beyond their job requirements which can play an important role in the success of these organizations. OCBs have very important roles in organizational performance and effectiveness; and their aspect become even more important in North Cyprus as tourism is a crucial part of the country's economy and constitutes an important part of the gross national product.

1.3 How Managers' Attitudes may Influence Organizational Citizenship Behaviors of Employees

Organ, Podsakoff & MacKenzie (2006) stated that several antecedents of OCBs have been studied in the literature such as job commitment, personality, job satisfaction, and work environments. Also, the level of an employee's OCBs depends on the opportunity, ability, and motivation of that particular employee; and a leader can affect these conditions by means of his/her own behavior (Organ et al., 2006). Behaviors and attitudes of leaders are also a widely used antecedent of OCBs utilized by several researchers (MacKenzie, Podsakoff, & Rich, 2001). Nearly all the research conducted to analyze the association between leader behaviors and OCBs of employees provided meaningful results and indicated that attitudes and behaviors of the leaders influence the level of OCBs of their subordinates (Organ et al., 2006).

Two of the leader behaviors that can apply in path-goal theory framework are instrumental leadership behavior and supportive leadership behavior (House, 1971; House & Dessler, 1974). Instrumental leadership behavior requires the description of leader's expectations of employees and how employees should carry out their duties. Instrumental leader behavior can be helpful to employees as it decreases the uncertainty about how to carry out their duties at work. Also, this decrease in uncertainty can induce employees to like their managers more and result in being more willing to help their managers as much as they can. Supportive leadership behavior mentions about how leaders are concerned for the well-being of their employees and can be perceived as helpful by the employees (Organ et al., 2006). These two leader behaviors can affect the OCBs of employees as they can be viewed beneficial by the employees and they can feel compelled to reciprocate (Podsakoff, MacKenzie, & Bommer, 1996a; Schnake, Cochran, & Dumler, 1995).

At the beginning of the 1980s when OCBs were first revealed; Smith, Organ and Near (1983) indicated that leader supportiveness can affect the OCBs of employees in two ways. The first one is when managers act as role model. Role models can give tips about what type of behaviors are congruous at work and employees can form OCBs accordingly. The second one is originating from the non-contractual social exchange processes between the managers and employees. Employees can reciprocate to the supportiveness of their managers by means of OCBs. Organ (1997) also specified that together with job satisfaction, perceived fairness and organizational commitment; leader supportiveness is a strong predictor of OCBs of employees particularly altruism and compliance dimensions.

Leaders try to motivate their employees' behavior by applying contingent rewards or non-contingent punishments. Based on the performance of employees, if managers administer contingent rewards such as praise and social approval, then managers are more likely to be viewed as fair. This just behavior of managers can contribute to the perceptions of employees to view their managers as trustworthy people. Fair behavior of a manager can help the employees to better understand their role in the organization which will result in less role ambiguity (Organ et al., 2006). As various researchers (MacKenzie et al., 2001; Organ, 1988; Konovsky & Pugh, 1994) specified, fair treatment of employees can encourage them to demonstrate OCBs as justice, trust and role clarity are some of the main determinants of OCBs.

Podsakoff et al., (1990) investigated the effects of transformational leader behaviors on OCBs of employees by focusing more on extra-role performances rather than in-role performance. It is a type of leadership that leaders identify the necessary change in the organization together with the employees, from a vision together, again to

inspire everyone to change and administer the change by working in harmony. Transformational leaders try to increase the motivation and job performance of employees by encouraging them to perform better than what is expected from them. Eventually, Podsakoff et al., (1990) provided empirical evidence that shows attitudes of managers who adopt transformational leadership have considerable influence on the OCBs of their employees.

On the other hand, Schneider et al., (2005) didn't only investigate the direct relationship between leadership behaviors and OCBs of employees but also the indirect relationship by utilizing the service climate as mediator. Results of Schneider et al., (2005) reveal that behaviors of leaders can create a better service climate and this better service climate will lead the employees to exhibit better OCBs in the work place.

Leader-member exchange (LMX) is another determinant of OCBs of employees. According to Graen and Uhl-Bien (1995), LMX is the quality of exchange relationship between a leader and his/her employees. Organ et al., (2006) stated that managers and employees who engage in high quality exchange relationships will result in positive employee behaviors. Employees will reciprocate with conscientiousness, commitment, and loyalty when their managers provide promotions, favorable performance appraisals, and other rewards. Wayne, Shore, Bommer, and Tetrick (2002) and Chow et al., (2015) also indicated that the high quality of the LMX relationship between managers and employees can increase the OCBs of employees.

1.4 How the Contexts may Influence Organizational Citizenship Behaviors of Employees

In addition to managers' behaviors and attitudes, various contexts are also expected to influence the OCBs of employees such as group cohesiveness, perceived team support, organizational formalization and inflexibility, perceived organizational support, and cultural context (Organ et al., 2006).

Group cohesiveness describes the affinitive bond among the group members and their desire to continue as part of the group. Group cohesiveness can influence OCBs of employees for several reasons. Since each cohesive group member has strong feelings of attraction to other group members, in case a group member is in need, they will be more eager to help him/her. Also, cohesive group members would exhibit sportsmanship behaviors and loyalty to the other group members as they would like to stay as part of that particular cohesive group (Organ et al., 2006). In their meta-analysis, Podsakoff, MacKenzie and Bommer (1996b) indicated that group cohesiveness is significantly related with five major forms of OCBs which are altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

Perceived team support that is defined by Bishop et al., (2000) as "the degree to which employees believe that the team values their contribution and cares for their well-being" (p.1114), is related to the OCB of employees. By means of reciprocation, team members would put extra effort in the team as OCBs when they feel that other team members recognize their contribution and care about their well-being (Organ et al., 2006).

Organ et al., (2006) stated that organizational formalization means to what degree an organization pins down the rules and procedures in case of different contingency situations; and organizational inflexibility refers to what degree the organization adamantly abides by those rules and procedures. Formal rules and inflexibility can create clear organizational expectations and clearly specify that everyone will be treated in the same way which can result in perceptions of fairness, procedural justice, commitment and trust in the organization. As a result, organizational formalization and organizational inflexibility can enhance the OCBs of employees.

Perceived organizational support is the employees' perceptions about the support they receive from their organizations (Rhoades & Eisenberger, 2002). Perceived organizational support of employees can affect their OCBs through feeling obliged to reciprocate by means of commitment and trust for the organization. Some empirical evidence revealed the relationship between perceived organizational support and OCBs of employees (Liden, Wayne, Kraimer, & Sparrowe, 2003; Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001; Rhoades & Eisenberger 2002; Masterson et al., 2000).

As the attention to OCB research increases, researchers are becoming more interested in the effects of cultural context over the OCBs (Organ et al., 2006). Paine and Organ (2000) stated two aspects of culture that is expected to affect the OCBs which are individualism - collectivism and power distance. Organ et al., (2006) noted that behaviors which can be helpful for the group and perceived as normative behaviors may be more encouraged in societies with collectivist cultural characteristics than societies with individualistic cultures. Therefore compared to individualistic cultures, collectivist cultures are expected to exhibit more OCBs by

viewing these behaviors as part of their job. Lam, Hui and Law (1999) found out that collectivist cultures such as in Hong Kong and Japan are more likely perceive sportsmanship and courtesy dimensions of OCB as a required part of their job compared to countries with individualist cultures. On the other hand, Paine and Organ (2000) stated that countries with collectivist cultures are more likely to have higher organizational commitment, more trust in their leaders and better group cohesiveness compared to countries with individualist cultures which in turn can contribute to the motivation of employees to exhibit OCBs.

Paine and Organ (2000) also implied that power distance can be a moderator between employees' perceptions of fairness and OCBs. Paine and Organ (2000) argued that cultures with low power distance, employees' perceptions of fair treatment through the social exchange mechanism have a great influence on their OCBs. Because those employees who think the social exchange between their managers and themselves is not fair, will not likely exhibit OCBs. Whereas, employees in cultures with high power distance can continue exhibiting OCBs even though the treatment in fact is not fair since they believe that treatment can be based on some criteria which they might not know.

Chapter 2

LITERATURE REVIEW

This section consists of a critical review of study variables, their antecedents, and consequences. An in-depth look has been conducted to see what research has been carried out in implicit person theory, PJC, coaching behavior and OCB.

2.1 Organizational Citizenship Behavior

Although new technologies, management systems, electronic systems and databases are necessary for the success of the organizations, the main element for a successful organization is the quality of its human resources. This importance is because human resources of organizations take the necessary decisions, use technological equipment and management systems. The human factor has significant importance not only in social, economic and political development of societies but also in effectiveness and productivity of organizations. In order for the organizations to be successful under ever changing conditions, they need employees who can work beyond formal job descriptions and are willing to contribute to organizational effectiveness and development. In this respect, OCB is an important subject in the fields of organizational behavior and human resources management (Sezgin, 2005). OCBs refer to positive behaviors in the workplace that are not formally rewarded by the organization, but carried out by the discretion of the employee and facilitate organizational effectiveness (Bateman & Organ, 1983; Organ et al., 2006).

Helping work colleagues, giving creative and new suggestions about how to improve the organization, trying to come to work on time, using time at work effectively, assisting absent work colleagues when they are back to work, doing things that are important for the organization or helping new comers to socialize even though these are not part of the formal job description, are related to the concept of OCB (Kelloway et al., 2002). Since OCBs are voluntary behaviors and are not part of the official evaluation or reward system, unwillingness to exhibit OCBs cannot be officially punished by the organization (Williams, Pitre & Zainuba 2002). In this sense, although unwillingness to exhibit OCBs does not require any enforcement, those employees who exhibit OCBs can be rewarded, recognized and appreciated in due course. Therefore, those employees who exhibit OCBs can make a good impression on other employees and managers and can result in salary increase or promotions (Sezgin, 2005). The main issue here is that these gaining of OCBs cannot be officially guaranteed by the organization.

An enormous amount of research was conducted about OCBs in more than 30 years since they were first introduced by Smith, Organ, & Near, (1983). It is without question, there are several reasons for this inclination. First of all, OCBs are accepted as one of the major measures and have an important function in the organizational behavior literature and employee performance field (Rotundo & Sackett, 2002). Another reason for the OCB trend is that researchers utilized numerous viewpoints in theory development of their researches regarding OCB, other than the classical social exchange approaches (e.g., Matta et al. 2015; Bergeron, 2007; Tang & Tsaur, 2016; Bolino, 1999; Lemmon and Wayne, 2015; Grant, 2007). Lastly, OCB research has expanded into several other fields and it covers not only organizational behavior field but also other areas such as finance (Chun et al., 2013), travel and tourism (Chow,

Lai & Loi 2015), sports science (Aoyagi, Cox & McGuire 2008), Nursing (Chen et al., 2008), marketing (Bienstock et al., 2003).

Podsakoff and MacKenzie (1997) stated in their stimulating research that OCBs attract the attention of several academic researches for the reason that it contributes significantly to organizational effectiveness. OCBs result in efficiency gains and effectiveness for the organization as a whole and are vital for an organization with noteworthy benefits such as decreased absenteeism and organizational costs (Podsakoff et al., 2009), reduced turnover intention (Regts & Molleman, 2013), more effective groups (Ehrhart, Bliese, & Thomas, 2006), and improved organizational effectiveness (Podsakoff, Ahearne, & MacKenzie, 1997). In many researches, several variables such as leadership behaviors, attitudinal and perceptual variables, individual, organizational and job characteristics that encourages OCBs were utilized (Organ et al., 2006).

Williams and Anderson (1991) suggested that OCBs can be categorized based on the party that will receive an advantage from of them. According to Williams and Anderson (1991), OCB-O's bring benefit to the organization in general (e.g. employee informing the organization if s/he is going to be absent) whereas OCB-I's directly benefit individual team members and not immediately the organization in general (e.g. employees helping others who are experiencing difficulties). More than 30 dimensions of OCBs such as altruism, voice behavior, courtesy, compliance, self-development, civic virtue are identified in the extant literature (Organ et al., 2006; Podsakoff et al., 2014; LePine, Erez, & Johnson, 2002; Hoffman et al. 2007) in order to differentiate them from other aspects of employee performance. Researchers searched for fewer factors that form the basis for these multiple behaviors. Major

scholars (Chiang & Hsieh 2012, LePine et al. 2002, Nadiri & Tanova 2010, Podsakoff et al. 1990, Hoffman et al. 2007) emphasized five dimensions of OCBs which were originally proposed by Organ (1988). These 5 dimensions are Altruism, Conscientiousness, Civic Virtue, Courtesy, and Sportsmanship. Each one of these dimensions contributes to organizational effectiveness in a different way (Deluga, 1994).

Altruism refers to the act of voluntarily helping other employees in the organization in order to increase their performance and effectiveness. It is considered within the altruism dimension of OCB when those employees in the organization who are seniors, experts and more experienced help new starters (Olcum-Cetin, 2004). Altruism consists of those activities that are designed to help other employees who are experiencing problems with work (Penner et al., 1997). Helping co-workers who are new or those experiencing difficulties using certain equipment, to complete their duties, to prepare a project on time are examples of altruistic behaviors.

Conscientiousness refers to the behaviors of going beyond the minimum task and role requirements. Conscientiousness is based on giving priority to those behaviors such as using work time effectively, attendance at work, and adhering to the rules of the organization (Organ and Lingl, 1995). Being punctual, avoiding unnecessary breaks, sticking by the rules, regulations and procedures of the organization even when there is no surveillance can be examples of conscientiousness.

The civic virtue dimension of OCB indicates paying attention to the interests of an organization by willingly participating and supporting the organizational functions (Allison et al., 2001). Civic Virtue refers to participation in the activities related to

the political life of the organization (Deluga, 1994). This dimension of OCB includes voluntarily participating in organizational policy and decision making processes; engaging in meetings, forums and training sessions; monitoring the trends and opportunities of the organization. Olcum-Cetin (2004) mentioned that participating in activities that can contribute to the image of the organization can be given as examples for civic virtue. Civic virtue behaviors can also be reading posted materials, participating in social activities and attending meetings.

Courtesy indicates those behaviors which alert co-workers about work related changes and problems before these changes and problems affect their work (Organ,1988; Podsakoff et al., 1990). Olcum-Cetin (2004) specified that courtesy can play an important role in preventing organizational problems before they arise and helping them use time effectively and efficiently. Courteous behaviors can be informing other employees of possible obstacles in the process of a project, notifying the employer if any one of the other employees will be late or absent, informing other employees with briefings and reminders in advance of taking actions which might affect them.

Sportsmanship refers to employees working willingly, without complaining, and with a positive attitude even though they face difficulties and distressful situations. In this dimension of OCB, employees avoid conflicts and let the problems ride (Organ, 1988; Podsakoff et al., 1990). Examples of sportsmanship behaviors can be not complaining about working overtime to finalize a task, working under bothersome work conditions such as uncomfortable temperatures.

Two dimensions of OCB have been studied; Altruism (OCB-A) and Conscientiousness (OCB-C). Since there is a high level of interdependence among the roles in hospitality organizations (Van Dyne & LePine, 1998; Raub, 2008), altruistic behaviors (OCB-A) can be very valuable for the overall performance. A mistake or failure of a team member will have an adverse effect on the entire unit. Mutual support and cooperative behavior among the employees can result in quality service delivery (Stamper and Van Dyne, 2001). Service standards are essential in service quality (Raub, 2008), therefore making conscientious behavior (OCB-C) vital. Employees in hotels should not only follow the rules and regulations of the organization when they are being supervised but also must follow the service standards even when no co-worker or supervisor is watching them. Some stringent service standards such as wearing the appropriate or necessary uniforms at all times, following standard telephone etiquette, answering the telephone calls before the third ring, preparing the hotel room according to the standards, and serving the food order in the restaurant in a specified time are especially critical in the hospitality industry. These two dimensions are identified as the main elements of OCB (Organ, 1997) and the most frequently studied aspects of OCB (Ehrhart, 2004). Hence, the choice of these two aspects is accordant with the past literature on OCB and provides extra contribution to exploring these dimensions in the hospitality industry.

2.2 Implicit Person Theory

In her best-selling book, *"Mindset"*, Carol Dweck (2006) exemplified the importance of mindsets in business. Her book provides several examples of how leaders with incremental mindsets, those who assume people's traits can and do change, have been more successful compared to leaders who had fixed mindsets and believed that people had fixed traits. Mindsets are also referred to as an individual's

Implicit Person Theories (IPT), the set of assumptions an individual makes, usually unintentionally, about the flexibility of exclusive characteristics of people (Dweck, 1986). IPTs are “lay theories” which refer to the common-sense explanations people give to explain social behaviors and are often very different from the actual 'scientific' explanations of what actually happens (Furnham, 1988; Plaks, Levy, & Dweck, 2009). Dweck, Chiu and Hong (1995) have identified two extremes of the IPT continuum. One end is the *entity IPT*- also called *fixed mindset* (Dweck, 2006) - which postulates that individual characteristics are fixed and cannot be easily changed. The other end is the *incremental IPT* – also called *growth mindset* (Dweck, 2006) - which proposes that individual characteristics are flexible and can be changed and developed. When individuals' views of the world and people are more static than malleable (entity theorists or fixed mindset), they assume that things, institutions and people are what they are and they do not change, thus they act and react to others in ways that are aligned with their assumptions. When individuals' views are more dynamic than static (incremental theorists or growth mindset), they assume that they themselves and others can change and develop, thus this assumption guides their behavior and relationships (Dweck and Leggett, 1988). How much the individual relies on the entity or the incremental implicit theory also depends on the situation or context. However, research also shows that many individuals can have lasting differences on where they fall along the entity-incremental dimension in their view of human nature or the potential for institutional change. Some individuals may indeed hold a combination of both theories, but many will lean towards one or the other side of the entity-incremental dimension (Coleman, 2009).

Mindsets have been studied extensively in psychology and education using primary school and undergraduate students (Levy, Stroessner, & Dweck, 1998; VandeWalle

& Cummings, 1997; Levy & Dweck, 1999; Plaks et al., 2001; Rydell et al., 2007; Smiley & Dweck 1994; Heyman & Dweck 1998; Karafantis & Levy, 2004). Much of the research has focused on how fixed mindsets may result in individuals losing their motivation even after small setbacks (VandeWalle, 2012). Chiu, Hong, and Dweck (1997) found that mindsets not only influence how individuals judge themselves but also their judgements about others. However, less attention has been paid to the organizational context and specifically how the managers' mindsets may influence their assumptions about their employees and subsequently how this influences the motivation of their employees (Kam et al., 2014).

It is necessary to study the mindsets of managers particularly in the hospitality sector, characterized by a high turnover rate (Carbery et al., 2003) and an obligation to support, train and assist personnel in order to improve retention (Cho, Johanson, & Guchait, 2009). Managers in the hospitality sector should improve their coaching skills and utilize these skills in the development of their subordinates. Coaches' effectiveness has been explained based on the beliefs that they hold about themselves and about others. Beliefs are principles accepted as true or real without questioning or proof and they influence the managers' behaviors. (Rogers, Gilbert, & Whittleworth, 2012). The managers' mindsets will influence the managers' beliefs about their subordinates' abilities, attitudes, motivation and these beliefs will positively or negatively affect the interactions between managers and their subordinates. When managers have incremental mindsets, as opposed to fixed mindsets, they are more likely to have faith that their subordinates can learn, develop and improve their motivation. Due to this belief these managers can offer guidance and focus on mentoring their subordinates instead of focusing on judging and labelling them (Dweck, 2006). In the hospitality sector, consequences of mindsets of

managers can be more significant than many other businesses, since there is a lot of interaction between personnel and managers due to the nature of this industry.

2.3 Coaching Behavior

Although the concept of coaching has a long history in the sports domain, over the last few decades, it has gained special attention in private and public sector organizations as a very popular method of developing employee performance (Ellinger et al., 2011; Kim et al., 2014). The role of a manager has shifted from supervision and control to coaching which is considered a leadership initiative that focuses on developing employees in order to improve their performance (Huang & Hsieh, 2015). This role has become so widespread that the Learning and Development Survey by the Chartered Institute of Personnel and Development (CIPD), the professional body for HR and people development in the United Kingdom, reports that internal managerial coaching is used by three fourths of organizations and the importance of coaching is expected to increase in the near future (CIPD, 2015).

Hamlin et al. (2008) have identified 4 categories of coaching (coaching, executive coaching, business coaching, life coaching) in the course of their extensive literature review. This categorization was established upon definitions, processes and purposes of various kinds of coaching addressed in the literature. These categories differ from each other in terms of their focal points and priorities. Beattie et al. (2014) named coaching as “managerial coaching” and argued that it differs from other coaching categories (executive, business and life) in a way that it can also be conducted by human resource development professionals and line managers to improve skills, competence and performance.

Beattie et al. (2014) grouped managerial coaching into four classifications as hierarchical, peer, team, and cross-organizational coaching. Managers who are coaching their subordinates exist in hierarchical coaching. Peer coaching involves two peers learning from and developing each other. Team coaching which originates from sports is a difficult task for line managers since appropriate roles must be given to the right team members, giving regular feedback is necessary and managers must manage the team dynamics. Finally, more than one organization cooperates with each other in cross-organizational coaching.

Managerial coaching refers to the developmentally oriented managerial leadership behaviors that take the form of dyadic interactions emphasizing immediate task improvement and can be differentiated from mentoring which focuses more on long-term career support (Kim et al., 2014). Various researchers have provided definitions of coaching (Ellinger et al., 2003; Hamlin et al., 2008; Hunt & Waintraub, 2002; Redshaw, 2000; Kim et al., 2014; Krazmien & Berger, 1997). Hamlin et al. (2009) define coaching as “*a helping and facilitative process that enables individuals, groups/teams and organizations to acquire new skills, to improve existing skills, competence, and performance, and to enhance their personal effectiveness or personal development, or personal growth.*” Managerial coaching refers to the actions of a manager or leader who serves as a coach and facilitates learning in the workplace setting through specific behaviors that enable the employee to learn and develop (Ellinger, 2013). In a study of hotel managers, it was found that while managers acknowledged the importance of coaching for their industry and organizations, the responses also revealed that they were not effectively providing coaching in their organizations (Krazmien & Berger, 1997).

McCarthy and Milner (2013) indicated that effective coaching can lead to improved performance, responsibility and trust in the organization, as well as increased levels of employee engagement. In the extant literature, managerial coaching was found to be associated with several organizational outcomes such as job satisfaction (Ellinger et al. 2003), service quality, turnover intentions (Slåtten, Svensson, & Sværi, 2011), individual and organizational performance (Hannah, 2004), and organizational citizenship behavior (Elmadag et al., 2008).

2.4 Procedural Justice Climate

Organizational justice describes the perceptions of employees about the fairness of an organization and the employees' resulting behavioral reactions (Greenberg, 1987; James, 1993). Justice perceptions were introduced in to the organizational research and have become an important construct since the 1960's (Adams, 1965; Homans, 1961; Walster, Berscheid, & Walster, 1973; Deutsch, 1975; Leventhal, 1976). At the beginning, researchers such as Homans (1961), Adams (1965) and Leventhal (1976) emphasized on distributive justice that is about the justice of decision outcomes and distribution of resources. Payment (tangible) and exalting (intangible) can be examples of distributed outcomes or resources. Distributive justice can be practiced when employees perceive that outcomes are equally applied in the organization. Later, procedural justice was introduced by Thibaut and Walker (1975) which is the fairness of the process of decision making (Cropanzano & Greenberg, 1997; Greenberg & Colquitt, 2013). It's about the justice of the processes that lead to outcomes. The fairness in allocating resources or resolving conflict needs to be consistent, without bias, based on accurate information, representative, correctable and ethical (Leventhal, 1980). More recently, Bies and Moag (1986) introduced interactional justice which is defined as fairness of the treatment of employees as

procedures are established. Interactional justice can be built up by managers when they clarify the grounds of decisions in detail, treat employees with respect and delicacy. Thereafter, Greenberg (1993) suggested that there are two components of interactional justice. One is interpersonal justice that relates to perceptions of employees about the respect and dignity they receive. The other one is informational justice that refers to perceptions of employees about how sufficient, specific and truthful they found the explanations provided to them.

Procedural justice issue has been well researched by several researchers (Lind & Tyler, 1988; Cropanzano et al., 2001; Simons & Roberson, 2003; Nadiri & Tanova, 2010; Colquitt, 2001; Luria & Yagil, 2008; Luo et al., 2013; Colquitt et al., 2001) and associated with several aspects of the organizational context such as organizational commitment, organizational citizenship behavior (Heslin & VandeWalle, 2011; Chou & Lopez-Rodriguez, 2013), turnover intentions, job satisfaction (Nadiri & Tanova, 2010) trust, withdrawal (Colquitt et al., 2001). Despite the fact that literature of procedural justice is extending its breadth, it has a critical limitation. Although more and more individuals work at group level teams in organizations, most of the researches have been done at an individual level. According to Naumann and Bennett (2000), individuals who work in groups can adopt cognitions particularly for their groups which implies the way their group should be handled by the organization. Since all the employees in a department are exposed to the same procedures and the same administration, they can form a common justice perception with regard to the procedures applied in their departments. Thus, a PJC is formed because the policies and actions implemented by the organizational authorities are interpreted by employees in a workgroup in a similar manner (Liao & Rupp, 2005). Jones and Skarlicki (2005) stated that

procedural justice perceptions of employees in the same workgroup become similar to each other due to social information processing which forms a group level climate. Naumann and Bennett (2000) refer to PJC as “*a distinct group-level cognition about how a work group as a whole is treated.*” Various researches point out that PJC affects several crucial organizational outcomes such as team performance and team absenteeism (Colquitt et al., 2002), turnover and performance (Dietz et al., 2003), organizational citizenship behavior (Liao & Rupp, 2005), job security and innovative behavior (Lin & Leung, 2014).

Chapter 3

THEORETICAL BACKGROUND

Three significant theories have been utilized in this research to present the theoretical background of the proposed study variables and their interrelations. These theories are social exchange theory, substitutes for leadership theory, and social learning theory.

3.1 Social Exchange Theory

Since the early 1960s (Homans, 1961; Emerson, 1962; Blau, 1964), social exchange theory is one of the fundamental theories in social psychology and later became one of the leading conceptual models in organizational behavior (Cropanzano & Mitchell, 2005). According to Homans (1961) exchange activities in social exchange should take place between at least two parties and can include tangible or intangible rewards or costs. Homans (1961) mainly focused on the social behavior which is a result of social interactions between at least two parties whereby one party's behavior encourages the behavior of another party and in response, how that party's behavior reinforced the initial party's behavior. Lack of reinforcement can also produce social behavior or lead to discontinuation of relations. Blau (1964) put forward rewards and costs in his theory of social exchange but embraced a more economic and utilitarian aspects of behavior compared to Homans (1961). Heath (1976) set a clear distinction between the perspectives of Homans (1961) and Blau (1964). According to Heath (1976), Homans's (1961) perspective is backward looking which means parties are considering rewards and costs that took place in the

past whereas in Blau's (1964) utilitarianism perspective, parties look forward and forecast the rewards and costs that they are likely to come across and act accordingly. Blau (1964) mainly focused on the reciprocal exchange of benefits and the types of relationships and developing social formations within these social interactions. Blau (1964) states in his social exchange perspective that one party does a favor to another party without laying down a condition in advance but expecting a return in the future. Emerson (1972) combined the perspectives of Homans (1961) and Blau (1964) and stated that social exchange theory is a sociological approach which explains noneconomic social conditions with economic interpretations. Emerson (1976) stated that social exchange contains a set of reciprocal actions that bring out liabilities. Blau (1964) indicated that reciprocal actions are interdependent and depend on the actions of others. Reciprocal interdependence implies that if a person helps somebody or brings about something beneficial for them, the beneficiary feels an obligation to reciprocate (Blau, 1964). Social exchange theory has been utilized by several researchers in important subjects such as organizational justice (Cropanzano et al., 2002; Konovsky, 2000), strategic flexibility (Young-Ybarra & Wiersema, 1999), leadership (Liden, Sparrowe, & Wayne, 1997) and organizational citizenship behavior (Blakely, Andrews & Moorman 2005). Cropanzano et al., (2002) implied that organizations are the avenues for reciprocal transactions in which employees view two main partners in exchange. One of the partners of exchange for employees is the organization itself and the second one is the supervisor that they reciprocate transactions.

3.2 Substitute for Leadership Theory

Substitutes for leadership theory has been initially developed by Kerr and Jermier (1978), utilized by researchers as an important component of leadership theory

(Podsakoff et al., 1996b) for more than 20 years. Earlier contingency theories neglected the situational factors and emphasized some effective leadership styles irrespective of the situation. On the other hand, Kerr and Jermier (1978) stated that contextual variables such as work environments, task, and employee characteristics can substitute or neutralize the effects of leaders' behaviors (Doucet et al., 2015; Ling, Lin, & Wu, 2016; P. Podsakoff & MacKenzie, 1997; Strang, 2011).

Employee characteristics that can substitute or neutralize the leadership could be professionalism, ability, experience, training, knowledge, need for independence, and indifference for organizational rewards. Those tasks that are unambiguous and routine, methodologically invariant, and intrinsically satisfying can be considered as substitutes or neutralizers. Organizational characteristics or work environments that can substitute or neutralize the leadership could be formalization and inflexibility of an organization, highly-specified and active advisory and staff functions, closely-knit cohesive work groups, organizational rewards not within the leader's control, spatial distance between superior and employees (Kerr and Jermier, 1978). For example, there will be less need for an instrumental/task leadership in a structured organization with clear goals, rules, regulations and standard operating procedures (Lunenburg, 2010).

Substitutes are the characteristics or variables that may eliminate the need for certain leader behaviors, function as an alteration with leaders' affect, and decrease the reliance of employees on their managers (Kerr and Jermier, 1978). For example, in a cohesive work group where all members already have ability and motivation, a task orientation in a leader will become unnecessary, thus the cohesiveness, ability and motivation of the group will serve as a substitute for the task orientated leader.

Neutralizers are those that can make certain leader behaviors ineffective (Kerr and Jermier, 1978). According to Den Hartog and Koopman (2001), neutralizers can weaken or prevent the influence of leaders on their employees' attitudes and behaviors. An example of a neutralizer to leadership would be a situation where a leader has to function in an environment where she lacks formal authority and resources to lead effectively. Howell, Dorfman, & Kerr (1986) further developed this theory by stating that group norms can be moderators which can also enhance the effects of leadership behaviors (independent variable) on outcomes (criterion variable). For example, in a crisis situation an autocratic leader may be able to produce results, but the same leadership style may not be effective when a crisis is not perceived by the employees, thus the crisis perception enhances autocratic leadership behaviors.

3.3 Social Learning Theory

Social learning theory which is one of the most dominant learning theories was founded by Albert Bandura in 1977. Social learning theory encompasses the idea that people learn from each other through observations and modelling. It can be used to explicate how individuals develop new behaviors by observing others' behaviors, attitudes and reactions. Bandura (1977) stated that learning can occur even when there is no direct reinforcement or motor reproduction as it is a cognitive process and can happen even only by means of observation. Since social learning theory covers attention, memory, and motivation, it combines behaviorist and cognitive learning theories. Behavioral learning theory implies that learning is about responses to environmental instigations and cognitive learning theory states that learning is based on psychological factors. Bandura (1977) formulated the modelling process which states that observed behaviors cannot be learned effectively and learning does not

cause changes of individuals' behaviors at all times. The required conditions for influential modelling in the learning process are below:

- Attention – Paying good attention to what is supposed to be learned is a necessity. Various characteristics of modelled event/person may affect the attention such as distinctiveness, affective valence, complexity, functional value. Also, observer characteristics can influence attention such as sensory capacities, arousal level, perceptual set, past reinforcement. Better attention can be paid to an interesting model.
- Retention – Remembering what behavior has been learnt is imperative. Observation of the model might be necessary one more time to store the information about it again if retention is not built. Retention consists of symbolic coding, mental images, symbolic rehearsal and motor rehearsal.
- Reproduction – Reproduction is the demonstration of the learnt behavior frequently after paying careful attention and retaining the information about the behavior. Reproduction includes physical capabilities and self-observation of reproduction.
- Motivation – Motivation is necessary to continue performing the behavior. Reinforcement can take place by rewarding the demonstration of behavior correctly or punishment for an improper demonstration. Motivation covers the motives such as external, vicarious and self-reinforcement.

Chapter 4

HYPOTHESES

This section discusses the research hypotheses, how the research variables relate and interact with each other, and how the research hypotheses were developed.

4.1 Incremental Mindsets of Managers and Organizational Citizenship Behaviors of Subordinates

The relationship between incremental mindsets of managers and OCBs of employees has not been examined thoroughly. Kam et al., (2014) recommended that studies should explore the association between mindsets of managers and OCBs of subordinates. To investigate this relationship, I used the Social Exchange Theory as the theoretical background for this part of our proposed model (see Figure I). When managers with fixed mindsets are faced with difficulties, they presume that the problem is the ability instead of the effort. Thus, they believe that even a single mistake can be enough to dismiss an employee's potential (Coleman, 2009). On the other hand, as Dweck (2006) points out, managers with incremental mindsets are more likely to provide better mentoring for their subordinates due to their beliefs in human development. Consequently, subordinates of managers with incremental mindsets would feel an obligation to produce reciprocal actions and are likely to exhibit positive behaviors in the organization. A positive relationship between managers' incremental mindsets and OCBs of employees had also been suggested by Heslin and VandeWalle, (2011). I argue that incremental mindsets of managers affect OCBs of employees through social exchange mechanisms. Therefore:

H1a: *The altruism dimension of organizational citizenship behaviors of the subordinates is related to the level of incremental mindsets of their managers.*

H1b: *The conscientiousness dimension of organizational citizenship behaviors of subordinates is related to the level of incremental mindsets of their managers.*

4.2 Coaching Behavior of Managers and Employee Organizational Citizenship Behaviors

In their conceptualization of coaching, Krazmien and Berger (1997) emphasized the ongoing process of assessment of performance and constructive feedback to clarify performance standards and to motivate employees to improve their performance. Coaching may be conceptually related to “initiating structure” behavior of leaders because it has a performance improvement focus that the coach is defining and organizing the roles and the goals for their employees. On the other hand, coaches also provide support to and appreciation of the employees which is related to the “consideration” behavior of leaders (Heslin, Vandewalle, & Latham, 2006).

In the extant literature, managerial coaching was found to be associated with several organizational outcomes such as job satisfaction (Ellinger et al., 2003), service quality, turnover intentions (Slåtten, Svensson, & Sværi, 2011), individual and organizational performance (Ellinger et al., 2011), and commitment to service quality (Elmadağ, Ellinger, & Franke, 2008). McCarthy and Milner (2013) indicated that effective coaching can lead to improved performance, responsibility, and trust in the organization as well as increased levels of employee engagement.

Managerial coaching can be viewed as a privilege by the subordinates since it can help the subordinates to amplify their personal learning and handle their work and

thus as a consequence those employees that receive coaching are more likely to engage in OCBs (Eby et al., 2015). The coaching behavior of the manager will result in employees also behaving more responsibly and helping their colleagues since they will wish to reciprocate the effort of their manager who has been supportive towards them. Kwan et al., (2011) demonstrated that subordinates who receive better coaching will exhibit better OCBs. They argued that, as suggested by the social exchange theory, subordinates who benefit from managerial coaching are more likely to reciprocate through OCBs. In addition, the employees are likely to model the supportive behavior of their leader and thus demonstrate greater citizenship behaviors themselves in line with the social learning theory. The social learning theory states that those with higher status such as department managers are observed by their subordinates and their actions are modelled (Bandura, 1977). Thus, supervisors who provide effective coaching support may influence their subordinates' helping behaviors toward others as well. Coaching behavior of managers can be more influential on OCB-C than OCB-A of employees due to the fact that the managers who have good work ethics such as integrity at work, sense of personal responsibility for their job performance, and showing up on time can be good role models for their employees. Conscientious behaviors of employees such as being punctual in completing job duties, following the company rules and procedures even when no one is watching can be the consequences of taking their manager (coach) as a model. Hence, employees will be likely to view this type of supportive behavior as the norm and replicate it amongst themselves and towards the customers. I believe that employees who perceive their managers as providing better coaching will tend to be more helpful with their work colleagues and improve their attendance as well as following the rules of the organization. Therefore, I hypothesize that:

H2a: *Coaching behavior of managers and altruism dimension of organizational citizenship behaviors of subordinates are positively related.*

H2b: *Coaching behavior of managers and conscientiousness dimension of organizational citizenship behaviors of subordinates are positively related.*

4.3 Mediating Role of Coaching Behavior

Although coaching is widely regarded as an effective managerial activity (Bartlett & Ghoshal, 2002); willingness of managers to provide coaching to their subordinates can vary (Huang & Hsieh, 2015, Heslin & Latham, 2004; London, 2003). Various researchers (Smither & Reilly, 2001; Sue-Chan & Latham, 2004) have indicated a lack of sufficient empirical evidence on the antecedents of coaching. Dweck and Leggett (1988) posited that the degree to which managers coach employees can be influenced by the mindsets of managers. Dweck et al. (1995) suggested that since people holding fixed mindsets believe human attributes are fixed and cannot be changed; they would be less willing to help others. In contrast since people with incremental mindsets view others' behaviors as malleable and alterable, they would be more inclined to help others to develop. Heslin, Vandevale, & Latham (2006) reported a positive and significant relationship between the incremental mindsets of managers and level of coaching they provide to their employees; and found that managers with incremental mindsets are more willing to offer coaching to their subordinates compared to the managers with fixed mindsets. Presumably, compared to the managers with fixed mindsets, managers with incremental mindsets are more likely to believe that coaching will lead to higher levels of OCBs. Managerial coaching can be viewed as empowering and facilitating by the subordinates (Ellinger, 2013) this can lead to amplification of their personal learning and effort. Subordinates who benefit from managerial coaching may reciprocate through OCBs.

Kwan et al., (2011) indicated that subordinates who receive better coaching will exhibit better OCBs. I predict that managers with incremental mindsets provide better coaching to their subordinates since they believe in human development. This better coaching, in turn, will lead the subordinates to be more helpful with their work colleagues and improve their attendance as well as following the rules of the organization. Therefore, I hypothesize that:

H3a: *Coaching behavior of managers mediates the relationship between the incremental mindsets of managers and the altruism dimension of organizational citizenship behaviors of subordinates.*

H3b: *Coaching behavior of managers mediates the relationship between the incremental mindsets of managers and the conscientiousness dimension of organizational citizenship behaviors of subordinates.*

4.4 Moderating Role of Procedural Justice Climate

Organizational formality or flexibility can also substitute, enhance or neutralize the effects of leadership behavior (Andrews et al., 2015; Miner, 2015; P. Podsakoff & MacKenzie, 1997). Studies have shown that organizational formality versus organizational flexibility influence the follower need for transformational leadership (Strang, 2011). Organization size and formality have been shown as factors influencing the effectiveness of consideration and initiating structure leader behaviours (Ford, 1981; Miles & Petty, 1977). Leader initiating structure behavior was more effective in smaller agencies than in larger agencies since in larger agencies the formal procedures in place reduced the need for such leader behaviors (Miles & Petty, 1977). More recent research also found that the formalization and

routinization characteristics in organizations moderate the relationship between employee characteristics and their trust in the leaders (Krasman, 2014).

The reason for the above findings may be because under conditions of greater uncertainty, the employees are more likely to appreciate and value the supportive coaching behavior of their managers. Thus, the effect of coaching will lead to greater increases in citizenship in environments of greater uncertainty. The effect of coaching will lead to more modest increases in citizenship behavior which is already likely to be at a higher level in environments of formal rules and procedures. As the Swedish proverb states, “Rough waters are truer tests of leadership. In calm water every ship has a good captain”.

The previous research (Tremblay et al. 2010) stated the positive influence of procedural justice on OCBs of employees. Furthermore, the results of Chou and Lopez-Rodriguez (2013) demonstrated the importance of procedural justice particularly in service organizations. Employees in service organizations mostly deal with unpredictable and continuously changing customer needs (Bettencourt et al., 2001) and receive low salaries even if they are required to work extra hours (Wang, 2009). This contrariety between salary levels and work demand affect the perceptions of employees’ procedural justice and therefore their willingness to exhibit OCBs (Chou and Lopez-Rodriguez, 2013). By its very nature, employees in service organizations, particularly in hospitality organizations, work interdependently and in cooperation. Therefore, fairness of applied procedures and practices by the employer can be more evidently perceived by the employees.

Since all the employees in a department are exposed to the same procedures and the same administration, they will form a common justice perception with regard to the formality of the procedures applied in their departments. Distributive and interactional justice perceptions can be viewed at individual level, whereas only procedural justice perceptions can be studied at group level as a contextual variable. Thus, a PJC is formed because the policies and actions implemented by the organizational authorities are interpreted by employees in a workgroup in a similar manner (Liao & Rupp, 2005). Jones and Skarlicki (2005) stated that procedural justice perceptions of employees in the same workgroup become similar to each other due to social information processing which forms a group level climate. Naumann and Bennett (2000, p.881) refer to PJC as “*a distinct group-level cognition about how a work group as a whole is treated.*”

PJC can act as a contextual variable (Naumann & Bennett, 2000, 2002) which I posit that employee perceptions of an unfair organizational climate can influence how coaching behavior of managers influences subordinates’ OCBs. High PJC provides an environment with lower ambiguity with formalized processes and regulations whereas low PJC provides an environment of uncertainty. I believe that in a high degree of PJC, employees are likely to feel more secure and are less in need of the support provided by their manager, whereas in a low level PJC, the impact of coaching behavior of a manager becomes a much more critical factor and thus will result in higher OCBs as suggested by the substitutes for leadership theory (Howell et al., 1986; Kerr & Jermier, 1978). Therefore, I hypothesize:

H4a: *The rate of increase in altruism dimension of OCB as a result of coaching behavior in a low PJC environment is higher compared to an environment with high PJC.*

H4b: *The rate of increase in conscientiousness dimension of OCB as a result of coaching behavior in a low PJC environment is higher compared to an environment with high PJC.*

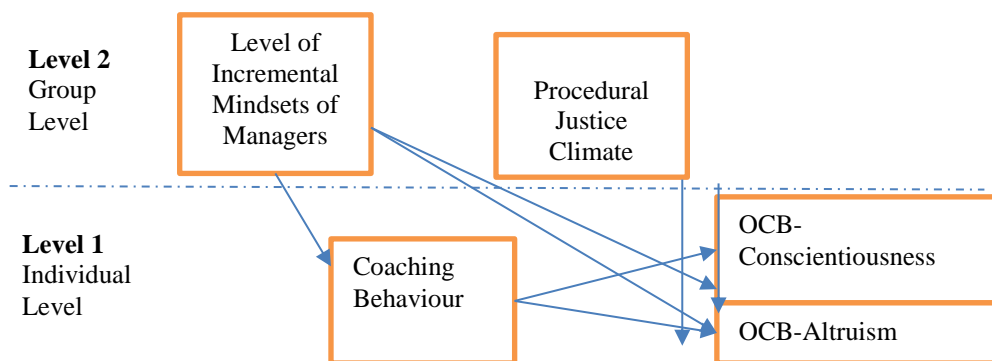


Figure 1: Hypothesized model of manager’s incremental mindsets, coaching behavior of managers, procedural justice climate and organizational citizenship behaviors of subordinates

Chapter 5

METHODOLOGY

This section explains the methodological approach and the sample used in this research; introduces the sampling method and measures of each study variable; and describes the analysis strategy and presents the results.

5.1 Sample and Procedure

A deductive approach was utilized in this research which assisted me to better describe the nature of relationships and interactions among the study variables (Altinay, Paraskevas, & Jang 2016). A deductive approach requires one to develop hypotheses and to express them in operational terms. Also these hypotheses needed to be tested with an empirical inquiry and examine the specific results (Robson, 2002). Judgemental sampling was used for hotel choices since 5-Star hotels were the focus of the study due to their overwhelming bed capacities that make up more than all the other hotels within the hospitality industry of Northern Cyprus. Moreover, these 5-Star hotels have become institutionalized which leads to effective professionalism compared to the other hotels. Also convenience sampling was practiced with those employees of the 5-Star hotels that were on duty at that particular moment that I visited.

There are 133 accommodation establishments in the Turkish Republic of Northern Cyprus and 18 of them are 5-Star properties. Although these 18 hotels constitute nearly 13 per cent of total accommodation establishments, they form 53.5 per cent of

the total bed capacity of the nation (MTES, 2016). Data was collected for this study from twelve 5-Star hotels in North Cyprus. Researchers personally distributed 250 surveys to 46 managers and 204 full-time employees. Only 216 returned surveys were usable. In line with earlier research (Tangirala and Ramanujam, 2008; Tse, Dasborough, and Ashkanasy, 2008), I deleted the surveys of participants from the data set whose organizational tenure was less than six months as well as the surveys from departments which had less than three completed employee surveys. The surveys from 40 managers and 176 employees were included in the study. There was one manager in each department. The number of employees in each department that participated varied from 3 to 10. As reported by the existing multilevel research literature, it is acceptable to aggregate measures of three responses to a group level (Henderson et al., 2008; Mossholder, Bennett, & Martin, 1998; Choi, 2007, Joshi, Lazarova, & Liao, 2009). Participants were employed in the front office, food and beverage operations, housekeeping, kitchen, and accounting departments. PJC in departments and coaching behavior of managers were rated by the employees. Department managers rated their own mindsets and evaluated the OCBs for each of their subordinates. Original scales were in English language. They have been translated into Turkish and then back to English by two independent linguists to confirm that the meanings of the surveys have not changed (Brislin, 1986). All hotels were contacted in advance and permission was acquired from top management. A pilot test had been carried out with 13 employees and 2 managers to ensure the format and questions were understood and could be used for the study. Respondents were assured about the confidentiality and anonymity. Managers and employees filled out the questionnaires separately and for each department researchers coded

and filed the surveys in order to match the results of each department's manager to his/her subordinates.

The sample profile is presented in Table I. The majority of the respondents (63%) were male. More than half of the respondents (54%) were between the ages of 19 and 29, 33% between 30 and 39 and the rest were older than 40. The overwhelming majority of the respondents (74%) were Turkish citizens, 16% were Turkish Cypriot, 8% had both Turkish and Turkish Cypriot nationality, and the remaining 2% had other nationalities. Forty-one per cent of the respondents had a high school diploma and approximately 35% had undergraduate education. Nearly 10% of the respondents had studied up to secondary school, while about 9% had postgraduate education. The rest had only primary school education. Almost 33% of the respondents had experience of 1 to 5 years in the hospitality industry. The percentage of respondents who had 6 to 10 years of experience in the industry was nearly 25%. Approximately 24% of the respondents had been working in the industry for 11 to 15 years. Nearly 4% had less than one-year experience in the industry, while the rest had experience of more than 15 years. The vast majority of the respondents (67%) had organizational tenures of 1 to 5 years, 21% had tenures of less than a year and the rest of the respondents had tenures of more than 5 years. The sample profile was similar in characteristics to the previous studies conducted using data from North Cyprus hospitality industry (Kilic and Okumus, 2005; Arasli et al., 2006; Karatepe and Uludag, 2008).

Table 1: Sample profile

	Managers		Employees	
	Frequency	%	Frequency	%
Gender				
Male	28	70	107	60.8
Female	12	30	69	39.2
<u>Total</u>	<u>40</u>	<u>100</u>	<u>40</u>	<u>100</u>
Age				
19 – 29	7	17.5	109	62.1
30 – 39	22	55	49	27.8
40 – 49	10	25	15	8.6
50 – 59	1	2.5	3	1.7
<u>Total</u>	<u>40</u>	<u>100</u>	<u>176</u>	<u>100</u>
Nationality				
Turkish Cypriot	1	2.5	34.0	19.3
Turkish	33	82.5	127.0	72.2
Has both nationalities	6	15	12	6.8
Other			3	1.7
<u>Total</u>	<u>40</u>	<u>100</u>	<u>176</u>	<u>100</u>
Education				
Primary school	2	5.0	8	4.5
Secondary school	1	2.5	21	11.9
High school	17	42.5	71	40.3
Undergraduate	17	42.5	59	33.5
Postgraduate	3	7.5	17	9.7
<u>Total</u>	<u>40</u>	<u>100.0</u>	<u>176</u>	<u>100</u>
Sector Experience (Years)				
Less than 1			9	5.1
1 – 5	2	5	69	39.2
6 – 10	3	7.5	50	28.1
11 – 15	18	45	33	18.8
16 – 20	8	20	10	5.8
21 – 25	3	7.5	3	1.8
More than 25	6	15	2	1.2
<u>Total</u>	<u>40</u>	<u>100.0</u>	<u>176</u>	<u>100.0</u>
Organizational Tenure (Years)				
Less than 1	6	15	38	21.6
1 – 5	24	60	121	68.8
6 – 10	7	17.5	11	6.25
11 – 15	3	7.5	5	2.84
More than 15			1	0.6
<u>Total</u>	<u>40</u>	<u>100</u>	<u>176</u>	<u>100</u>

5.2 Measures

5.2.1 Incremental Mindset of Managers

The department managers filled out the 8-item, 6-point Likert type self-report IPT instrument developed by Levy and Dweck (1997) measuring their mindset ranging

from fixed to incremental. Levy and Dweck (1997) reported internal reliability of the scale varying between 0.93 and 0.95. The test-retest reliabilities were 0.82 over a one-week interval and 0.71 over a four-week interval. This scale was previously adopted by Rydell et al. (2007), Heslin et al. (2006), Levy et al. (1998), Heslin and VandeWalle (2011), Four items in this scale assess the incremental beliefs and four items measure the entity beliefs or fixed mindset. An example of items that measure entity belief or fixed mindset is *“Everyone is a certain kind of person, and there is not much that they can do to really change that.”* And an example item for incremental belief is *“No matter what kind of person someone is, they can always change very much.”* The coefficient alpha for the IPT in this study was .85.

5.2.2 Organizational Citizenship Behavior

OCBs of each subordinate was assessed by their department managers by using a 10-item, 5-point Likert type of scale adopted from the developer of the scale, Podsakoff et al., (1990). Podsakoff and colleagues reported reliability coefficient alphas as 0.85 for altruism and 0.82 for conscientiousness. Formerly, Chow et al., (2015), Chiang and Hsieh (2012), Babcock-Roberson and Strickland (2010) also used the scale instrument of Podsakoff et al., (1990). A scale item for OCB-A is *“This employee helps others who have heavy workloads”*. A sample item of OCB-C is *“This employee gives an honest day’s work for an honest day’s pay”*. In this study, the coefficient alpha for the OCB-A is .78 and for the OCB-C is .80.

5.2.3 Procedural Justice Climate

Each employee filled out the 4-item, 5-point Likert type PJC scale adapted from Ehrhart (2004). Subsequently, in order to generate a measure of group PJC, the employees’ perceptions of PJC were aggregated to the group level by calculating the mean PJC for each group and assigning the group mean value to each individual.

Initially, Colquitt (2001) developed a measure of procedural justice at the individual level which had an alpha reliability of 0.93. Previously, Cho and Dansereau (2010), Walumbwa, Hartnell and Oke, (2010), and Gupta and Singh (2015) used Colquitt's scale. Ehrhart (2004) reworded the scale items and customized them for unit level of analysis (PJC) and reported a reliability coefficient alpha of 0.95. One of the items of the PJC scale is "*When you consider the procedures used in your organization to arrive at rewards, to what extent have the procedures been applied consistently in your department?*". The coefficient alpha for the PJC in this study is .82.

5.2.4 Coaching Behavior

Each participating employee filled out the questions about their department manager to indicate how well his/her manager coaches him/her. In order to measure the coaching behavior of managers, a 10-item, 5-point Likert type of scale adopted from Heslin et al. (2006). Coefficient alpha in Heslin et al.'s work was .89. A sample item in this scale is "*To what extent did your coach express confidence that you can develop and improve?*". In this study, the coefficient alpha for the individual level managerial coaching was found to be .95.

5.3 Analysis Strategy

Some studies investigated how manager's mindsets influenced employee perceptions using a cross-sectional design (Heslin & VandeWalle, 2011); some have only used data from managers (Heslin, Latham, & VandeWalle, 2005); some (Heslin et al. 2006) have collected mindset data from managers and aggregated the employee perception data to the managerial level which results in a single level analysis; another study collected data on how employees perceived their managers' mindsets from the individual employees and did not collect mindset data directly from the managers (Kam et al., 2014). Heslin and VandeWalle (2011) collected data from

MBA students who were also full time employees on justice perceptions about the performance appraisals conducted by their managers. The managers of the MBA students were also asked to respond to a questionnaire measuring their mindsets. The study investigated how mindsets of the managers may influence the justice perceptions of the employees. However, the study did not consider possible group level effects.

I applied multilevel analysis in our research using hierarchical linear modelling (HLM). I conducted HLM analysis to test the hypotheses because this study consists of a multilevel model where at level 1 we have coaching behavior of managers and OCBs of subordinates and at level 2 we have incremental mindsets of managers and PJC in departments (see Figure I). HLM is an appropriate method for analyzing cross-level data since the employees are nested within the departments resulting in a nested data structure (Bryk & Raudenbush 1992). HLM can handle the “individual level error in estimating group level coefficients” (Wu et al., 2013, p. 5). Two models are estimated simultaneously. The relationships within each group are represented in one model and how these within group relationships vary among the groups is represented in the second model (Liao and Chuang, 2007). The main effects within the level were analyzed using random coefficient whereas the main effects between the levels were analyzed using intercepts as outcome and slopes as outcome models (Ling et al, 2016). The individual level variables were centered by the grand mean to reduce multicollinearity following studies using similar multilevel methodology (Ling et al, 2016; Hofmann and Gavin, 1998).

To determine if a multilevel model was necessary in our study, we performed a one-way analysis of variance to confirm that the variability in OCB by departments is

significantly different from zero. In other words, to see if OCB differs between the departments. These results show that OCB-C has Chi Squared of 62.39 with 39 degrees of freedom at $p < 0.01$ and $ICC = 0.11$ and OCB-A has a Chi Squared of 96.28 with 39 degrees of freedom at $p < 0.001$ and $ICC = 0.25$. ICC values as low as 0.05 may suggest that group level variation requires investigation using multilevel modelling. Higher levels of ICC indicate a dependence within the data that violates the assumptions of single level regression (Halbesleben & Leon, 2014).

Normality and multicollinearity issues were checked before administering the HLM. All the latent variables were checked for normal distribution using visual analysis of the frequency distribution histogram with the normal curve as well as inspecting the skewness and kurtosis values. Multicollinearity was not a concern for study variables since tolerance values which were measured by OLS estimates were above 0.10 (Tabachnick & Fidell, 2007). Therefore, research data was suitable to be used in HLM regression.

5.4 Results

5.4.1 Data Analysis

Confirmatory Factor Analyses (CFA) was conducted to test the validity our measures. The CFA for the OCB and CB scales which were individual level measures showed sufficient fit: $\chi^2 (157) = 225.51$, $p < 0.001$; CFI = 0.97; NFI = 0.90; RMR = 0.04; RMSEA = 0.05. Convergent validity was assessed by investigating factor loadings which ranged from 0.47 to 0.82 and were significant. The average variance extracted (AVE) was also used to examine convergent and discriminant validities of each construct. The AVE results accounted for more than 50% of the corresponding items (Fornell & Larcker, 1981) that again supports convergent validity; and results also support discriminant validity since AVE results

for each construct accounted for more variance in its associated indicators than it shared with other constructs in the model.

Table 2: Confirmatory factor analysis for Level 1 variables

Scale	Standardized	t-value	AVE	CR
Coaching Behavior	Loadings			
cbi1			0.69	0.96
cbi10	0.82	19.78		
cbi2	0.82	20.10		
cbi3	0.85	31.72		
cbi4	0.87	33.36		
cbi5	0.83	26.31		
cbi6	0.79	14.90		
cbi7	0.78	15.37		
cbi8	0.81	20.62		
cbi9	0.85	21.96		
OCB-A	0.86	28.08		
ocbda1			0.54	0.85
ocbda2	0.59	5.66		
ocbda3	0.78	12.60		
ocbda4	0.74	12.15		
ocbda5	0.78	13.48		
OCB-C	0.75	13.67		
ocbdc1			0.57	0.86
ocbdc2	0.73	9.16		
ocbdc3	0.59	4.82		
ocbdc4	0.80	11.16		
ocbdc5	0.87	23.96		

Note: All loadings are significant at the .001 level; AVE=Average variance extracted; CR=Composite reliability

5.4.2 Descriptive statistics

Table III presents means, standard deviations, and inter-correlations among all study variables and Cronbach's alphas for each scale. Inter-correlations indicate that coaching behavior of managers correlates positively with both OCB-A and OCB-C of subordinates ($r = 0.46$ and $r = 0.44$, respectively, $p < 0.01$). Incremental mindsets of managers correlates positively with PJC in the departments ($r = 0.27$, $p < 0.01$).

Table 3: Means, standard deviations, and inter-correlations among variables and Cronbach's alphas for each scale

Variable	Mean	SD	1	2	3	4	5	6
Level 1								
1. Age	29.22	6.930						
2. Gender	1.39	.490	-.095					
3. Experience	2.69	3.772	.358**	-.073				
4. Coaching behavior of managers	3.678	.9394	-.028	-.008	.167*	.95		
5. OCB Altruism	3.819	.6579	-.016	-.169*	.108	.458**	.78	
6. OCB Conscientiousness	3.991	.7714	.042	-.081	.067	.438**	.547**	.80
Level 2								
1. Incremental mindsets of managers	3.6087	.96594	.85					
2. Procedural justice climate in departments	3.3352	.61544	.268**	.82				

Note: a. **. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

b. OCB Altruism = Altruism dimension of organizational citizenship behavior

OCB Conscientiousness = Conscientiousness dimension of organizational citizenship behavior

c. For level 1 variables, N = 176; for level 2 variables, N = 40.

d. The figures in bold are the Cronbach's alpha for each scale.

5.4.3 Aggregation statistics

The construct of procedural justice climate was aggregated across multiple subordinates of the same department. Statistical support for aggregation of this variable to the group level requires statistical support as well as a theoretical support (Bliese, 2000). I measured the intra class correlations (ICC) and within group agreement. In order to calculate the ICC(1) I looked at the proportion of the total variation in individual PJC scores accounted for by departmental differences. To calculate ICC(2) I considered group mean reliability was used. PJC had significant ICC(1) and ICC(2) was above 0.70. Therefore, aggregation of the construct of PJC at level 2 was justified (Huta, 2014; Woltman et al., 2002). The within-group agreement (interrater agreement) was also assessed using r_{wg} which had a mean of 0.78 and median value of 0.88 both above the threshold of 0.70 (James, Demaree, & Wolf, 1993).

5.4.4 Hypothesis testing

H1a, H1b, H3a and H3b are tested according to the results of HLM analyses and displayed in Table IV. Correlation analysis was conducted to test H2a and H2b in Table III. And results of testing the H4a and H4b are shown in Table V. H1a and H1b indicate that incremental mindsets of managers correlate positively with OCB-A and OCB-C of subordinates respectively. HLM analyses indicate a positive relationship between incremental mindsets of managers and OCB-A of subordinates ($\gamma = 0.15$, $p < 0.05$; Model 2 in Table IV) and between incremental mindsets of managers and OCB-C of subordinates ($\gamma = 0.24$, $p < 0.01$; Model 4 in Table III) collectively supporting H1a and H1b. H2a and H2b state that the OCB-A and OCB-C will be related to the coaching behaviors of managers. Table III shows that both OCB-A and OCB-C are related to manager coaching behaviors ($\gamma = 0.33$, $p < 0.01$ and $\gamma = 0.27$, $p < 0.01$ respectively) providing support for H2a and H2b.

H3a suggests that the mechanism by which the incremental mindsets of managers influence the altruistic behaviors of their subordinates is due to the mediating role of coaching behavior of managers. At the same time, H3b suggest that the mechanism by which the incremental mindsets of managers influence the conscientiousness behaviors of their subordinates is resulting from the mediation role of coaching behavior of managers. In order to test cross-level mediating effect, I followed the method used in similar multilevel studies (Qin et al., 2014; Uen et al., 2012; Wu et al., 2013) and used the four-step procedure of Kenny et al., (1998) to assess the mediation effect of coaching behavior of managers. For H3a, firstly, I found that incremental mindsets of managers were related to OCB-A of subordinates ($\gamma = 0.15$, $p < 0.05$; Model 2 in Table IV) meeting the first condition of mediation that the independent variable is related with the dependent variable. Subsequently, our results

indicated that the incremental mindsets of managers are related with coaching behavior of managers ($\gamma = 0.32, p < 0.01$; Model 1 in Table IV) which meets the second condition of mediation that the independent variable is related with the mediator. After meeting the first and second requirements of mediation process, both incremental mindsets of managers (independent variable) and coaching behavior of managers (mediator) were included in the regression model. Results indicate that when the coaching behavior as a mediator is included in the model, it is related with OCB-A of subordinates ($\gamma = 0.28, p < 0.01$; Model 3 in Table IV). The introduction of the mediator in the model causes the effect of incremental mindsets of managers on OCB-A of subordinates to become insignificant ($\gamma = 0.06, p > 0.05$; Model 3 in Table IV). Thus, the coaching behavior of managers mediates the effect of incremental mindsets of managers on OCB-A of subordinates fully, supporting H2a. Sobel (1982) test results provide confirmation for a significant indirect effect ($z = 2.91, p < 0.01$, one-tailed). Similar to H3a, PJC was also controlled in testing H3b and I found that incremental mindsets of managers is related with OCB-C of subordinates ($\gamma = 0.24, p < 0.01$; Model 4 in Table IV) fulfilling the first condition of mediation. As I mentioned above, incremental mindsets of managers (independent variable) and coaching behavior of managers (mediator) are related, thus second requirement of mediation is met. When I include both independent variable and mediator in the regression, results suggested that coaching behavior of managers is related with OCB-C of subordinates ($\gamma = 0.32, p < 0.01$; Model 5 in Table IV) and the effect of incremental mindsets of managers on OCB-C of subordinates remains significant but is reduced ($\gamma = 0.14, p < 0.05$; Model 5 in Table IV) in comparison to the effect in Model 4. Therefore, the coaching behavior of managers mediates the effect of incremental mindsets of managers on OCB-C of subordinates partially,

supporting H3b. Sobel (1982) test results provide confirmation of a significant indirect ($z = 2.89, p < 0.01$, one-tailed).

Table 4: Hierarchical linear modelling results, testing H1a, H1b, H3a and H3b

Level and variable	Coaching behavior of managers		OCB Altruism		OCB Conscientiousness	
	Model 1	Model 2	Model 3	Model 4	Model 5	
Level 2 (Group Level)						
Incremental mindsets of managers	0.32 **	0.15*	0.06	0.24 **	0.14 *	
Level 1 (Individual Level)						
Gender	0.03	-0.21	-0.22 *	-0.07	-0.09	
Age	-0.01	-0.01	-0.01	0.01	0.01	
Experience	0.04 *	0.02	0.01	0.01	-0.01	
Coaching behavior of managers			0.28 **		0.32 **	

Note: a. **. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

b. OCB Altruism = Altruism dimension of organizational citizenship behavior OCB Conscientiousness = Conscientiousness dimension of organizational citizenship behavior

c. For level 1 (employee-individual) variables, N = 176; for level 2 (manager-group) variables, N = 40

H4a and H4b suggest that PJC moderates the effect of coaching behavior of managers on OCB-A and OCB-C of their subordinates, and the effect is stronger in less procedurally fair climates. According to Evans (1985) and McClelland and Judd (1993), particularly in cross level, it is hard to obtain significant interaction effects. Therefore, I measured the cross level interactions based on 0.1 significance level.

Table 5: Hierarchical linear modelling results: testing H4a and H4b.

Level and Variable	OCB Conscientiousness		OCB Altruism	
	M1	M2	M1	M2
Intercept	3.97**	3.99**	3.82**	3.84**
Level 1				
Gender	-0.13	-0.13	-0.24*	-0.24*
Age	0.01	0.01	-0.01	-0.01
Experience	-0.02	-0.02	0.01	-0.01
Coaching behavior of managers (CB)	0.33**	0.31**	0.27**	0.27**
Level 2				
Procedural justice climate (PJC)	0.17+	0.21*	0.04	-0.01
Cross-level				
CB X PJC		-0.22*		-0.13+
Model fit				

Deviance	380.85	378.01	319.89	318.48
$\Delta D(\Delta df)$		2.84(1)		1.41 (1)

- Note:
- ** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).
+ Correlation is significant at the 0.1 level (2-tailed).
 - OCB Altruism = Altruism dimension of organizational citizenship behavior
OCB Conscientiousness = Conscientiousness dimension of organizational citizenship behavior
 - For level 1 variables, N = 176; for level 2 variables, N = 40.
 - Following Ling et al (2016), I tested model fit using the Deviance, difference in Deviance and χ^2 statistic. Deviance is a measure of model fit with smaller values indicating better fit.

Shown in Table V, Model 2 for OCB Conscientiousness indicates that the coaching behavior of managers by PJC interaction was significant ($\gamma = -0.22$, $p < 0.05$) as well as Model 2 for OCB Altruism demonstrates that the coaching behavior of managers by PJC interaction was significant ($\gamma = -0.13$, $p < 0.1$). Model 2 for both OCB-C and OCB-A bring improvements to model fit in comparison to Model 1 for both OCB-C and OCB-A; OCB-C ($\Delta\chi^2(0) = 2.84$, $p < 0.1$), OCB-A ($\Delta\chi^2(0) = 1.41$, $p < 0.1$). Results indicate a moderation of PJC between the relationship of coaching behavior of managers and OCB-A and OCB-C of subordinates.

In order to explain the essence of the interaction, I conducted a simple slopes analysis as recommended by Cohen et al., (2003). I used an HLM Graph Equation to show the relationship between coaching behavior of managers and OCBs of subordinates with high and low PJC. As indicated in Figure II, coaching behavior of managers had a positive effect on OCB-C and OCB-A of subordinates at a low (mean + 1 standard deviation) level of PJC (OCB-C: low PJC, slope=.53, $t=3.62$, $p<.001$, high PJC, slope =0.09, $t=1.07$, $p>.1$; OCB-A: low PJC, slope=.40, $t=3.8$, $p<0.001$, high PJC, slope=.13, $t=2.4$, $p<0.01$) (DeCoster & Iselin, 2005). Therefore, results support H2a and H2b since the interaction direction was as expected; the effect of coaching behavior of managers on OCB-A and OCB-C of subordinates is stronger when there was a low degree of PJC.

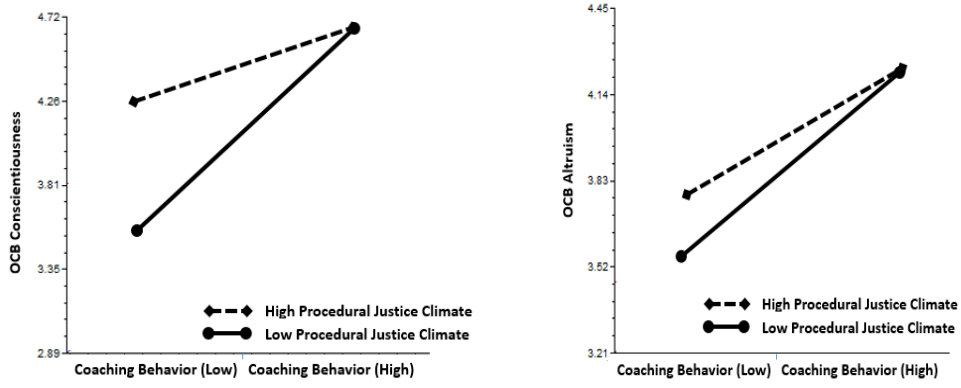


Figure 2: Interaction effect of coaching behavior of managers and procedural justice climate on conscientiousness and altruism dimension of organizational citizenship behavior of subordinates

Chapter 6

DISCUSSION AND CONCLUSION

6.1 Conclusions

Kam et al., (2014) examined the relationship between mindsets of managers and the job satisfaction and turnover intentions of employees. They suggested that future studies explore the association between mindsets of managers and OCBs of employees. In the current study, a positive relationship was found between the level of incremental mindsets of managers and OCBs of employees. Likewise, a similar relationship was also found between transformational leadership and OCBs of employees in previous studies (Wang et al. 2005, Podsakoff et al. 1990). More recently, Walumbwa et al. (2010) found a positive relationship between servant leadership and OCBs of employees. Heslin et al. (2006) indicated that coaching behavior of managers is positively related to their incrementalism. Similarly, this study observed that there is a positive relationship between incremental mindsets of managers, which is a leader attribute, and their coaching behavior.

To the best of author's knowledge, this is the first empirical study applying IPT or mindset research in the field of hospitality. This study contributes to the management literature on organizations in general and on the hospitality sector in particular by connecting the disparate literatures on implicit person theories or mindset on the one hand and the theories on coaching, and OCB on the other. Research so far has not investigated how the manager's mindset may influence their staff by using a

multilevel design, which ignored the impact of the manager's mindset on the group as a whole and treated manager – employee dyads at the individual level. A multilevel approach, on the other hand, enables us to account for the factors that act on the whole of the group at the unit level as well as to consider individual level variables at the employee level.

OCBs of employees have been chosen as the dependent variable in our study since these behaviors have a crucial role in the hospitality industry (Raub, 2008). OCBs are vital for hospitality organizations since they have noteworthy benefits such as better job satisfaction (Nadiri & Tanova, 2010), better employee performance (Chiang & Hsieh, 2012; Walz & Niehoff, 2000), and better service quality (Bienstock, Demoranville, & Smith, 2003). This study investigated the possible factors influencing the two major (Organ, 1997) and most commonly (Ehrhart, 2004) studied aspects of OCB: altruism and conscientiousness.

I investigated the effects of mindsets of managers on their subordinates' OCBs based on its degree as well as its path. Results of this study reveal that the level of incremental mindsets of managers influence their own coaching behavior, which, subsequently, enhances the OCBs of their subordinates. Results enrich the content of social exchange theory by demonstrating the effects of mindsets of managers on their subordinates and how subordinates reciprocate by exhibiting OCBs. I revealed that the effects of mindsets of managers on their subordinates' OCBs are due to the improvement in the coaching behavior of managers. This study is the first to test the effects of incremental mindsets of managers on their subordinates' OCBs. Results of this study provide empirical confirmation of the positive influences of incremental

mindsets of managers on their subordinates' OCBs in hospitality industry and extend the breadth of research on the consequences of IPT.

I test the cross-level interactions of PJC with coaching behavior of managers on OCB. Moderation findings support the hypotheses demonstrating that low PJC strengthens the influence of coaching behavior of managers on their subordinates' OCBs. Here, based on the model of Howell et al., (1986), conditions of low PJC act as an enhancer on coaching behavior of managers while conditions of high PJC act as a substitute for coaching as a leadership behavior. The rate of increase in OCB caused by coaching behavior is not as high when there is high PJC compared to the rate of increase in OCB caused by coaching behavior when there is low PJC. For example, in small hotels that lack the formalization of big chains and have difficulty creating perceptions of procedural justice, the coaching behavior can lead to rapid improvements in OCB. On the other hand, in large brand name hotel chains, the PJC achieved through formalization, standardization and the perceptions of procedures that are fairly applied will act as a partial substitute to coaching behavior and maintain higher levels of OCB. The improvements in coaching behavior will lead to more modest increases on the already higher levels of OCB. I speculate that this may be because in procedurally unfair climates, effective coaching behaviors of managers may help cover up the negativities of a procedural unfair climate and foster OCBs among the employees.

In the hospitality industry, employees not only need to be skillful and capable as individuals but they need to act as team players by assisting each other so that the team as a whole is effective. As an OCB, altruistic behavior of a particular employee, which is about helping other work colleagues and new starters voluntarily, affects the

entire team performance. For example, it is not only important that a housekeeper is competent at being able to perform an assigned task but it is also important that he or she helps a new housekeeper to finish his or her assigned rooms. The employees who demonstrate citizenship behavior along the conscientiousness dimension will perform in the best possible way even when they are not under close monitoring. For example, although a waiter or waitress may not have it specified in their job description or may not be constantly observed, if they help to store the leftover food properly, this would be an example of conscientious citizenship behavior. A unique aspect of the hospitality industry is that most of the distinctive interactions are customer oriented. A front office agent may offer extra support for a customer who feels ill or a bellman assists with a transport issue if the front desk is busy (Ma et al., 2013).

6.2 Theoretical Implications

Results from this study extend the current IPT research. The relationship between incremental mindsets of managers and their coaching behavior is well explained by Heslin et al (2006). Our study has taken this to a further stage and demonstrated that incremental mindsets of managers have influence on OCBs of their subordinates through coaching behavior of managers. So, our study contributes to the literature and theory related to IPT's role by demonstrating that it is not only related to the managers coaching behavior but also on their subordinates' OCBs, therefore this is a significant contribution to the field of IPT related research.

This study makes a further contribution to the social exchange literature through its finding that incremental mindset managers are more likely to demonstrate effective coaching which in turn leads to higher levels of OCBs in their team members. In line with the principles of social exchange theory, employees who receive more effective

coaching and mentoring will reciprocate with more OCBs. Our study adds to the OCB literature by identifying IPTs of managers and their coaching behavior as antecedents of OCB.

Our study demonstrates that coaching behavior of managers and OCBs of subordinates is moderated by PJC. Through this, I extend and contribute to the substitutes for leadership theory (Howell, Bowen, Dorfman, Kerr, & Podsakoff, 1990; Howell et al., 1986; Kerr & Jermier, 1978) by demonstrating that PJC can act as a substitute for coaching behavior. Such that when there is low PJC, effective coaching is very much necessary in order to enhance the OCBs of employees. However, on the other hand, in a setting where the PJC is high, the role of coaching seems to be diminished because employee OCBs are already high due to the role played by PJC. Here I claim that PJC is substituting the effective coaching behavior.

Previous studies had difficulty in providing empirical evidence for the moderation effects of contextual variables (Dionne, Yammarino, & Atwater, 2002; Podsakoff, MacKenzie, & Bommer, 1996a) to support the substitutes for leadership theory. Our study was able to provide empirical support by analyzing PJC aggregated at the unit level and coaching behavior of managers and OCBs of employees at the individual level.

6.3 Practical Implications

This study demonstrates that incremental mindsets of managers have a positive effect on their own coaching behavior as well as on the OCBs of their subordinates. Therefore, managers with incremental mindsets are expected to exert more effort to develop the subordinates, themselves, as well as the organization. Consequently, the first practical recommendation of this study starts from the need to take the

managers' mindsets into account during recruitment and selection. Hotels should seek managers who not only have experience and knowledge, but incremental mindsets as well. Recruitment and selection of incremental minded staff members should not only apply to managers but to subordinates, since I posit that if they believe in the possibility of change in human attributes over time, they can exhibit better altruistic behaviors in the organization towards their colleagues.

However, hotels already employ managers and employees who may have fixed mindsets. Since mindsets should be viewed as transformable personal qualities (Dweck et al. 1995), it is necessary for hospitality institutions to encourage managers to adopt incremental mindsets through formal human resources policies and practices. Heslin et al. (2005) and Heslin et al. (2006) provided empirical support that managers with fixed mindsets can be trained to adopt incremental mindsets. A growth mindset oriented organizational culture should be formed in hospitality organizations with shared beliefs that employee abilities are malleable and can be developed (Murphy and Dweck, 2010).

In a culture of growth mindsets, employees should be able to express their honest opinions and clearly state their disagreements to each other and to their supervisors (Dweck, 2006). This will also lead to improved performance in such a way that subordinates who have direct interaction with customers can share the positive or negative comments of guests, about the organization with their managers without any hesitation. Subsequently, this will enable the managers to find solutions to these service problems before they become too serious to manage.

In order to develop a growth mindset oriented organizational culture, training and development programs should be organized in a way to ensure that employees can admit that they need training and development without feeling inadequate. Instead of a culture of perfectionism that penalizes trial and error and discourages creativity, a philosophy that we can only move forward by moving out of our comfort zone should be developed. During the training sessions, managers should show patience and understanding for the initial unsuccessful attempts of trainees.

It is essential that employee development is not regarded as a task solely for the managers responsible for human resource management but all hotel managers need to assume human resource development responsibility. The pressures of short-term results may make it more difficult for this to happen especially in the hospitality sector. Watson, Maxwell and Farguharson, (2007) have argued that short-term pressures and lack of training in employee development for line-managers may result in ineffective development and coaching in hotels. There is evidence that hotels which provide train-the-trainer workshops and establish mentoring and coaching programs have reaped the benefits in increased employee and guest satisfaction levels (Partlow, 1996).

Coaching should be regarded as an important tool to develop employees since it fosters productivity (Dweck, 2006). Our study reveals that incremental mindsets of managers result in improved employee OCBs through the mechanism of coaching behavior of managers. Therefore, I recommend that hospitality organizations form mentoring programs so that more experienced staff can help new starters. The managers should not see themselves as responsible only for evaluating the performance of the employees but also feel responsible for finding the best in

everyone and develop their potential. This can be done by giving constructive feedback and helpful suggestions as a guide to help employees, instead of judging them and placing them into pigeon holes. Managers should not underestimate the potential and the insight of their subordinates. Subordinates' opinions should be taken into consideration with respect. It shouldn't be forgotten that managers can also learn from their subordinates.

Coaching is especially important in the environments where employees are not confident about the procedural fairness in the organization. Large hotel chains already have the established procedures and might have developed an employer brand that indicates many formalized HRM systems are in place, however, the smaller hotels may lack this image and should focus more on coaching behavior of their managers in order to increase the OCBs of their employees. Development of more formalized HRM systems may be more cost effective as the size of the organization increases (Tanova, 2003). For example, if the organization has repeated transactions such as hiring large numbers of employees for various positions, they will need to develop formal procedures in order to attract and evaluate sufficient applications. For large hotels the cost of establishing a formal system and procedure would be lower per hire but for smaller hotels the cost per hire may be higher. If the hiring is seldom, having elaborated systems may not be cost effective. Some procedures such as payment and reward systems are necessary for smaller organizations as well as their larger competitors. I recommend that hotels develop clear procedures with regards to how they reward their employees and apply these policies consistently. To improve PJC, along with the development of rules and procedures, the employees should also be allowed to express their opinions regarding decisions that will impact their quality of work life.

6.4 Limitations and Future Research

The location of our study, North Cyprus, is only politically recognized by Turkey and the region does not have international hotel chains. The generalizability of the findings may be limited by some of the idiosyncratic characteristics of the research location. The cultural environment in North Cyprus is characterized by high power distance, high uncertainty avoidance and collectivism. Magnini et al., (2013) discovered that hospitality workers in collective countries differ in their OCBs, how they relate to their managers and their desire to be empowered compared to their counterparts in individualistic nations. Furthermore, the majority of our study participants were employees and managers from Turkey and a smaller portion was Turkish Cypriots. There may be differences between the managerial approaches as well as employee attitudes and behaviors between these groups which were not investigated in the current study. Thus, our cultural context will influence the relationship between the department managers and their subordinates and limit the generalizability of our results. Future studies that can compare a variety of cultural contexts may further our understanding of the relationship between managers' mindsets and employee behaviors. The sample only included the five star hotels that host the majority of the bed capacity in the study location; however, future research should also include other forms of smaller lodging institutions to be able to assess the formality-size relationship that I have suggested as a possible factor influencing PJC. Our study only considered the departments/department managers and the employees as the two levels of analysis. Future research should take into account the organizational culture and HRM policies and procedures at the hotel level which apply to all departments and all employees in each department using a three level model.

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APPENDICES

Appendix A: Managers Survey

Değerli otel yöneticisi;

Bu çalışmanın amacı, Kuzey Kıbrıs Türk Cumhuriyeti'nde konaklama sektöründe örgütsel vatandaşlık davranışlarını etkileyen faktörleri incelemektir. Bu çalışmadan elde edilecek sonuçlar, tamamen akademik olarak kullanılacaktır. Anket kapsamında adınız, soyadınız gibi kimliğinizi belirleyecek olan bilgiler ayrıca otel bilgileri istenmeyecek ve anket verileri sadece bilimsel amaçlar için kullanılacaktır. Anketin doldurulması ortalama 7 dakika sürecektir.

Zaman ayırdığınız ve yardımlarınız için teşekkür ederim.

Saygılarımla,

Ali Özduran

Turizm Fakültesi

Doğu Akdeniz Üniversitesi

Aşağıdaki ifadeleri:

1:Kesinlikle Katılmıyorum

2:Katılmıyorum

3:Kısmen Katılmıyorum

4:Kısmen Katılıyorum

5:Katılıyorum

6:Kesinlikle Katılıyorum

olacak şekilde size uygun şekilde yanıtlayınız.

Katılmıyorum Kısmen Katılmıyorum

Katılıyorum Kesinlikle Katılıyorum

Kesinlikle Katılmıyorum

Kısmen Katılıyorum

1 2 3 4 5 6

Bir kişinin ne tür bir insan olduğu onun özünü oluşturur, ve insanların özü çok fazla değişmez.

İnsanlar birtakım şeyleri farklı şekillerde yapabilirler, fakat onların nasıl insanlar olduklarını belirleyen temel özellikler değişmez.

Herkesin belli başlı özellikleri vardır, ve bunları çok da fazla değiştiremezler.

Kabul etmek istemesem de, “Kırk yıllık Kani olur mu Yani” misali, insanlar en derin özelliklerini değiştiremezler.

Herkes, kim olursa olsun, temel özelliklerini büyük ölçüde değiştirebilirler.

İnsanlar kendilerini büyük ölçüde değiştirebilirler.

Nasıl olurlarsa olsunlar, insanlar her zaman değişebilirler.

İnsanlar en temel özelliklerini bile değiştirebilirler.

Aşağıdaki ifadeleri:

1:Hiç

2:Az

3:Orta

4:Çok

5:Pek çok

olacak şekilde size uygun şekilde yanıtlayınız. Hiç Az Orta Çok
Pek çok

1 2 3 4 5

Bu çalışan, bir süre devamsızlığı olup geri dönen diğer çalışanlara yardımcı olur.

Bu çalışan, ağır iş yükü olan diğer çalışanlara yardım eder.

Bu çalışan, yeni elemanların bölüme uyum sağlamalarına yardımcı olur.

Bu çalışan, işle ilgili problemi olanlara gönüllü olarak yardım eder.

Bu çalışan, çevresindekilere yardım etmeye her zaman hazırdır.

Aşağıdaki ifadeleri:

1:Hiç

2:Az

3:Orta

4:Çok

5:Pek çok

olacak şekilde size uygun şekilde yanıtlayınız. Hiç Az Orta Çok
Pek çok

1 2 3 4 5

Bu çalışanın işe devamlılığı ortalamanın üzerindedir.

Bu çalışan, kendisine amirinin verdiği molalardan başka mola almaz.

Bu çalışan, kendisini gözetleyen biri olmasa bile şirketin ve departmanın kural ve düzenlemelerine uyar.

Bu çalışan, işine bağlıdır.

Bu çalışan, alacağı ücretin karşılığını hizmetleriyle son kuruşuna kadar verir.

Cinsiyetiniz:

Erkek Kadın

Yaşınız (.....)

Uyruğunuz:.....

Eğitim durumunuz:

İlkokul Ortaokul

Lise Lisans

Yüksek Lisans Doktora

Kaç yıldır bu sektörde çalışıyorsunuz?

Kaç yıldır bu otelde çalışıyorsunuz?

Kaç yıldır bu departmanda çalışıyorsunuz?

Appendix B: Employees Survey

Değerli otel çalışanı;

Bu çalışmanın amacı, Kuzey Kıbrıs Türk Cumhuriyeti'nde konaklama sektöründe örgütsel vatandaşlık davranışlarını etkileyen faktörleri incelemektir. Bu çalışmadan elde edilecek sonuçlar, tamamen akademik olarak kullanılacaktır. Anket kapsamında adınız, soyadınız gibi kimliğinizi belirleyecek olan bilgiler ayrıca otel bilgileri istenmeyecek ve anket verileri sadece bilimsel amaçlar için kullanılacaktır. Anketin doldurulması ortalama 8 dakika sürecektir.

Zaman ayırdığınız ve yardımlarınız için teşekkür ederim.

Saygılarımla,

Ali Özduran

Turizm Fakültesi

Doğu Akdeniz Üniversitesi

Aşağıdaki sorulara yöneticinizin sizinle olan ilişkisini göz önünde bulundurarak ne derece katıldığınızı belirtiniz.

Bölüm amiriniz ne derece.... Hiç Az Orta Çok Pek çok

1 2 3 4 5

Performans beklentileri hakkında sizi yönlendirmektedir?

Performansınızı analiz etmenize yardımcı olmaktadır?

Geliştirmeniz gereken konularda yapıcı bilgiler sunmaktadır?

Performansınızı nasıl geliştireceğiniz hakkında faydalı öneriler sunmaktadır?

Fikirlerinize ve söylediklerinize değer verip dinlemektedir?

İşle ilgili problemlerinizi çözmeye yardımcı olmak için original fikirlerinizi dikkate almaktadır?

İşinizi kolaylaştıracak yeni yöntemler bulmanızı teşvik etmektedir?

Gelişip daha iyi bir noktaya gelebileceğiniz konusunda size güvendiğini göstermektedir?

Gelişip daha iyi bir noktaya gelebilmeniz için sizi sürekli cesaretlendirmektedir?

Yeni görevler üstlenmeniz için sizi desteklemektedir?

Departmanınızda sizinle ilgili maaş, ödenek ve haklar belirlenirken izlenen yöntemleri düşününüz.

Hiç	Az	Orta	Çok	Pek çok
1	2	3	4	5

Bu yöntemler departmanınızda ne ölçüde istikrarlı bir şekilde uygulanmıştır?

Bu yöntemler departmanınızda ne ölçüde tarafsız bir şekilde uygulanmıştır?

Departmanınızda çalışanlar ne ölçüde bu yöntemlerle ilgili duygu ve düşüncelerini ifade edebilmiştir?

Departmanınızda bu yöntemler ne ölçüde ahlaki ve etik kurallara uygun bir şekilde uygulanmıştır?

Cinsiyetiniz:

Erkek Kadın

Yaşınız (.....)

Uyruğunuz:.....

Eğitim durumunuz:

İlkokul Ortaokul

Lise Lisans

Yüksek Lisans Doktora

Kaç yıldır bu sektörde çalışıyorsunuz?

Kaç yıldır bu otelde çalışıyorsunuz?

Kaç yıldır bu departmanda çalışıyorsunuz?

Hangi departmanda çalışıyorsunuz?

- Önbüro
- Kathizmetleri
- Yiyecek İçecek (Restorant)
- Yiyecek İçecek (Barlar)
- Yiyecek İçecek (Banket)
- Yiyecek İçecek (Mutfak)
- Satış ve Pazarlama
- Muhasebe
- İnsan Kaynakları
- Güvenlik