

The Effects of Job Resourcefulness and Customer Orientation on Hotel Employee Outcomes: An Empirical Study in Iran

Behnaz Ghareh Baghi Douri

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Prof. Dr. Elvan Yılmaz
Director

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

Prof. Dr. Mehmet Altınay
Director

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

Prof. Dr. Osman M. Karatepe
Supervisor

Examining Committee

1. Prof. Dr. Osman M. Karatepe

2. Assoc. Prof. Dr. Hasan Kılıç

3. Assist. Prof. Dr. M. Güven Ardahan

ABSTRACT

The purpose of this study is to develop and test a conceptual model that investigates the effects of job resourcefulness and customer orientation on job satisfaction, role-prescribed customer service, and turnover intentions. Specifically, in the conceptual model customer orientation as a mediator of the impact of job resourcefulness on job satisfaction, role-prescribed customer service, and turnover intentions is tested. These relationships were assessed based on data obtained from frontline employees (the ones who have intense interactions with guests) in the four- and five-star hotels in Tabriz, Tehran, and Kish Island in Iran. These relationships were tested using LISREL 8.30 through structural equation modeling.

The results suggest that job resourcefulness increases customer orientation. Customer orientation in turn enhances role-prescribed customer service. However, there is no empirical support for the significant effect of customer orientation on job satisfaction and turnover intentions.

Additionally, implications for managers are given in light of the results of the study, and information regarding the limitations of the study as well as avenues for future research is presented in the thesis.

Keywords: Customer Orientation; Hotel Employees; Iran; Job Resourcefulness; Job Satisfaction; Role-Prescribed Customer Service; Turnover Intentions.

ÖZ

Bu tezin amacı, iş kaynaklılık ve müşteri odaklılık değişkenlerinin iş tatmini, iş performansı ve işten ayrılma niyeti üzerindeki etkilerini ölçen kavramsal bir modeli geliştirip test etmektir. Daha açık bir deyişle, kavramsal model kapsamında iş kaynaklılık değişkeninin iş tatmini, iş performansı ve işten ayrılma niyetini müşteri odaklılık aracılığıyla etkileyip etkilemediği test edilmektedir. Bu ilişkiler, İran'da Tebriz, Tahran ve Kiş Adası'nda yer alan dört ve beş yıldızlı otellerdeki işgörenlerden (konuklarla yoğun bir şekilde iletişimde bulunan işgörenler) elde edilen veriler doğrultusunda değerlendirilmiştir. Bu ilişkiler, yapısal eşitlik modeli vasıtasıyla LISREL 8.30 programında test edilmiştir.

Bulgular, iş kaynaklılığın müşteri odaklılık değişkenini artırdığını göstermiştir. Müşteri odaklılık da çalışanların iş performansını artırmıştır. Ancak, müşteri odaklılığın iş tatmini ve işten ayrılma niyeti üzerinde anlamlı herhangi bir etkisi görülmemiştir.

Buna ilaveten, tezde, çalışmanın bulgularından hareketle yönetsel belirmeler üzerinde durulmuş, araştırmanın sınırları ile ileride yapılacak araştırmalara yönelik bilgilere yer verilmiştir.

Anahtar Kelimeler: İran; İş Kaynaklılık; İş Performansı; İş Tatmini; İşten Ayrılma Niyeti; Müşteri Odaklılık; Otel Çalışanları

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Chapter 1

INTRODUCTION

Deductive approach is explained in this chapter, because this thesis develops and tests a conceptual model that examines the relationships of job resourcefulness and customer orientation with job satisfaction, role-prescribed customer service, and turnover intentions. How this study contributes to the hospitality marketing literature is also discussed in the current chapter. Finally, issues relating to sampling, data collection, measures, and data analysis are presented in this chapter.

1.1 Research Philosophy

Deductive approach is in the center of this study. As Neuman (2003) states, researchers take into consideration the logical relationships among variables and then obtain concrete empirical evidence to provide support for the relationships developed. In this study a conceptual model that evaluates the effects of job resourcefulness and customer orientation on job satisfaction, role-prescribed customer service, and turnover intentions is developed and tested. Such an approach is consistent with past and recent work (e.g., Harris, Artis, Walters, & Licata, 2006; Yavas, Karatepe, & Babakus, 2011a).

1.2 Aims and Objectives

Delivery of service quality is important to organizational survival and success. Because of their boundary-spanning roles, frontline employees are the most

important individuals in this process. Therefore, hospitality managers should hire and retain a pool of employees with specific personality traits in frontline service jobs who can deliver quality services to customers. Job resourcefulness and customer orientation are among the two important personality traits for frontline service jobs. Job resourcefulness is a situational-level personality trait and refers to “the enduring disposition to garner scarce resources and overcome obstacles in pursuit of job-related goals” (Licata, Mowen, Harris, & Brown, 2003, p. 258). Customer orientation is a surface-level personality trait and is defined as “an employee’s tendency or predisposition to meet customer needs in an on-the-job context” (Brown, Mowen, Donovan, & Licata, 2002, p. 111). Based on the person-job fit theory, job resourceful and customer-oriented employees have higher job performance, are satisfied with their jobs, and report lower turnover intentions (Harris et al., 2006; Licata et al., 2003). These results suggest that the fit between employees and the work environment leads to positive job outcomes.

Against this background, the purpose of this thesis is to develop and test a conceptual model that examines the effects of job resourcefulness and customer orientation on job outcomes such as job satisfaction, role-prescribed customer service, and turnover intentions. Specifically, in this thesis customer orientation is treated as a mediator of the effect of job resourcefulness on these job outcomes.

1.3 Contributions of the Thesis

This thesis contributes to the hospitality marketing literature in the following ways. First, job resourcefulness and customer orientation directly or indirectly influence employees’ job outcomes (Babakus, Yavas, & Ashill, 2009; Harris et al., 2006). However, recent research indicates that empirical research regarding such personality

traits in the hospitality marketing literature is sparse (Karatepe, 2011a, b; Yavas et al., 2011a). Second, this thesis extends the research stream on job resourcefulness and customer orientation to other societies such as Iran, which is a developing country in the Middle East. Turnover is a significant problem in the hospitality industry of Iran (Anvari, Amin, & Seliman, 2010; Karatepe, Keshavarz, & Nejati, 2010), and service standards are very poor (O’Gorman, McLellan, & Baum, 2007). Under these circumstances, understanding how to increase service standards using employees with high in job resourcefulness and customer orientation and reduce turnover intentions by hiring individuals who fit the frontline service jobs is significant.

1.4 Proposed Methodology

In this study judgmental sampling procedure was used. In judgmental sampling, “the sample elements are selected because it is believed that they are representative of the population of interest” (Churchill, 1995, p. 582). Thus, this study collected data from full-time frontline employees in the four- and five-star hotels in Tehran, Tabriz, and Kish Island in Iran.

This study collected data with a time lag of two weeks for reducing common method bias. This is consistent with the suggestions provided by Podsakoff, MacKenzie, Lee, and Podsakoff (2003). The Time I questionnaire consisted of the job resourcefulness and customer orientation measures. It also consisted of items about respondents’ profile. The Time II questionnaire consisted of the job satisfaction, role-prescribed customer service, and turnover intentions measures. All items were originally prepared in English and then translated into Persian via the back-translation method (Parameeswaran & Yaprak, 1987).

Four items from Harris et al. (2006) were used to measure job resourcefulness. Four items from Licata et al. (2003) were used to operationalize customer orientation. Job satisfaction was measured using eight items from Hartline and Ferrell (1996). Five items from Bettencourt and Bowen (1997) were used to measure role-prescribed customer service. Turnover intentions were measured using three items from Singh, Verbeke, and Rhoades (1996). Responses to items in job resourcefulness, customer orientation, role-prescribed customer service, and turnover intentions were rated on five-point scales ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). Responses to items in job satisfaction were rated on a five-point scale ranging from 5 (*extremely satisfied*) to 1 (*extremely dissatisfied*). The Time I and Time II questionnaires were tested with two separate pilot studies.

Frequencies were used for reporting respondents' profile. Both bivariate and multivariate statistical analyses were used. Pearson product-moment correlations with means and standard deviations of constructs were reported. In this study a two-step approach was employed (Anderson & Gerbing, 1998). The first step included the assessment of psychometric properties of the measures in terms of convergent and discriminant validity using confirmatory factor analysis (Anderson & Gerbing, 1988; Joreskog & Sorbom, 1996). Partial aggregation was also used (Bagozzi & Edwards, 1998; Williams & O'Boyle, 2008). The second step included comparison of fully and partially mediated model using structural equation modeling. The direct and mediating hypotheses were tested via structural equation modeling. In addition, the guidelines provided by Baron and Kenny (1986) were used to measure the mediating effects.

1.5 Outline of the Thesis

Of the seven chapters in this thesis, the first chapter consists of information about deductive approach, aims and objectives of the empirical study, its contribution, and proposed methodology. The second chapter consists of a discussion of personality traits associated with the Big Five and other personality traits. This chapter also consists of a discussion of situational- and surface-level personality traits and their effects on job outcomes. Such a discussion is based on the hierarchical personality theory and person-job fit theory.

The third chapter presents the conceptual model and research hypotheses. In this chapter there are a number of hypotheses regarding the direct and mediating effects. The fourth chapter includes information about sampling, data collection, and questionnaires. In this chapter information about how data are analyzed is also provided. The fifth chapter presents the results of the empirical study. The results pertaining to respondents' profile, convergent and discriminant validity, internal consistency reliability, and structural model test are presented in chapter 5.

In chapter 6 a discussion of the results is presented. This chapter provides several useful implications for managers in the hospitality industry. This chapter also discusses the limitations and offers several useful avenues for future research. The thesis concludes with chapter seven that includes the conclusion of the study.

Chapter 2

LITERATURE REVIEW

In this chapter information about the Big Five personality traits, trait competitiveness, self-efficacy, effort, and affectivity is given. This is followed by the situational- and surface-level personality traits. In other words, information about job resourcefulness and customer orientation is provided. Then, the potential outcomes of job resourcefulness and customer orientation such as job satisfaction, job performance, and turnover intentions are discussed using the hierarchical personality theory and person-job fit theory.

2.1 Personality Traits

Hurley (1998) states, “In the retail environment, it is useful to frame personality as a within-person factor that may affect the probability that an employee will display the proper customer service behavior routines...” (p. 116). Thus, personality can be considered as a determinant of an individual’s pattern of interaction with the environment.

The following sections provide a detailed discussion of personality traits. One of them is related to the Big Five personality traits. The other personality traits studied are trait competitiveness, self-efficacy, effort, and affectivity. Job resourcefulness and customer orientation that are the focus of this study are also discussed below.

2.1.1 Big Five Personality Traits

Extraversion, agreeableness, conscientiousness, neuroticism/emotional stability, and openness to experience represent the five-factor model of personality (Barrick & Mount, 1991). Extraversion represents various aspects such as “sociable, gregarious, assertive, and talkative”; agreeableness represents “the courteous, sympathetic, tender-hearted, and kind characteristics”; conscientiousness represents the characteristics such as “being organized, orderly, precise, and efficient”; emotional stability refers to “the degree to which individuals are temperamental, emotional, and moody”; and openness to experience refers to “personal characteristics such as being imaginative, original, and curious” (Harris & Fleming, 2005, p. 190).

A review of the relevant literature indicates that the Big Five personality traits have received considerable attention regarding their associations with job outcomes. For example, in a meta-analytic study, Vinchur, Schippmann, Switzer, and Roth (1998) demonstrated the corrected correlations of extraversion (.18), emotional stability (.10), agreeableness (.06), conscientiousness (.21), and openness to experience (.11) with supervisor ratings of salesperson job performance. Hertz and Donovan (2000) reported that the correlations of extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience with task performance were .07, .08, .16, .14, and -.01, respectively. Judge, Heller, and Mount (2002) showed that the correlations of extraversion, agreeableness, conscientiousness, neuroticism, and openness to experience with job satisfaction were .25, .17, .26, -.29, and .02, respectively. These studies suggest that the correlations between the Big Five personality traits and job outcomes do not appear to be strong.

2.1.2 Other Personality Traits

As mentioned before, other personality traits are trait competitiveness, self-efficacy, effort, and affectivity.

2.1.2.1 Trait Competitiveness

Trait competitiveness refers to “enjoyment of interpersonal competition and the desire to win and be better than others” (Brown, Cron & Slocum, 1998, p. 90). Highly competitive individuals pay utmost attention to their performance in the workplace. Wang and Netemeyer (2002) state that highly competitive individuals “are motivated to seek comparative information, which helps them understand where they stand among peers, identify valuable skills and knowledge others use, and learn from others’ mistakes and accomplishments” (p. 219-220). Such individuals exert high levels of efforts into their work with an expectation that they will have a winning performance (Brown & Peterson, 1994).

Wang and Netemeyer (2002) found that trait competitiveness directly increased salesperson job performance. On the other hand, Krishnan, Netemeyer, and Boles (2002) reported that effort fully mediated the effect of competitiveness on job performance among salespeople. Karatepe, Uludag, Menevis, Hadzimehmedagic, and Baddar (2006) showed that trait competitiveness positively influenced job performance directly and indirectly via effort among frontline hotel employees in Northern Cyprus.

2.1.2.2 Self-Efficacy

Self-efficacy refers to “people’s beliefs in their capabilities to mobilize the motivation, cognitive resources, and courses of action needed to exercise control

over events in their lives” (Wood & Bandura, 1989, p. 364). Self-efficacious individuals have higher goals to display better performance than others in the workplace (Yavas, Karatepe, & Babakus, 2010). This is not surprising, because performance successes trigger individuals’ self-beliefs of capability (Wood & Bandura, 1989).

In Stajkovic and Luthans’s (1998) meta-analytic study, the correlation between self-efficacy and job performance was .38. Karatepe et al. (2006) demonstrated that self-efficacy positively affected job performance and job satisfaction directly and indirectly through effort. The result regarding the relationship between self-efficacy and job performance reported in Karatepe et al.’s (2006) study was similar to that of Krishnan et al. (2002). In a study of hotel employees in Northern Cyprus, Karatepe, Arasli, and Khan (2007) found that self-efficacy had a strong positive effect on job performance and affective organizational commitment.

2.1.2.3 Effort

Effort refers to “the amount of energy put into a behavior or series of behaviors” (Mohr & Bitner, 1995, p. 240). Effort is under the control of employees in frontline service jobs, because employees determine the amount of time and energy to spend for achieving job-related goals (Krishnan et al., 2002). Wang and Netemeyer (2002) also report that competitive individuals devote more time and energy to improving their skills and knowledge and thus feel self-efficacious.

There are studies showing that employees with high levels of efforts lead to better performance and heightened satisfaction in the workplace (Karatepe et al., 2006; Krishnan et al., 2002; Yoon, Beatty, & Suh, 2001).

2.1.2.4 Affectivity

As a dispositional variable, affectivity is composed of two dimensions: negative affectivity and positive affectivity. Negative affectivity is a “broad and pervasive predisposition to experience negative emotions that has further influences on cognition, self-concept, and world view”, while positive affectivity is “a corresponding predisposition conducive to positive emotional experience; it reflects a generalized sense of well-being and competence, and of effective interpersonal engagement” (Watson, Clark, & Carey, 1988, p. 347). Negative or positive affectivity individuals tend to perceive events and individuals in a generally negative or positive manner (Iverson, Olekalns, & Erwin, 1998).

In their meta-analytic study, Thoresen, Kaplan, Barsky, Warren, and De Chermont (2003) found that positive affectivity had a positive correlation with job satisfaction and organizational commitment and was negatively correlated with turnover intentions. Their study also showed that negative affectivity was inversely correlated with job satisfaction and organizational commitment and had a positive correlation with turnover intentions.

2.1.3 Situational-Level Personality Trait

As stated in the preceding parts, the Big Five personality traits as well as other personality traits such as competitiveness can predict job performance. However, Raymark, Schmit, and Guion (1997) argue that personality traits should be more work-related. This makes sense, because they can be highly linked to job outcomes. By considering this specific hallmark, Licata et al. (2003) discuss that traits are organized in four levels. They are elemental (e.g., conscientiousness, agreeableness), compound (e.g., competitiveness), situational, and surface traits. According to the

hierarchical personality structure, situational-level traits arise from a joint combination of elemental and compound traits (Licata et al., 2003). As a situational-level personality trait, job resourcefulness is applicable in frontline service jobs.

As defined earlier, job resourcefulness refers to “the enduring disposition to garner scarce resources and overcome obstacles in pursuit of job-related goals” (Licata et al., 2003, p. 258). Studies show that job resourcefulness enhances frontline employees’ service recovery performance and reduces their emotional exhaustion (Rod & Ashill, 2009). Studies also show that job resourcefulness reduces the effects of stressors such as work-family conflict and family-work conflict on job satisfaction (Karatepe, 2011a) and decreases the effects of role stressors on frontline employees’ burnout and the detrimental effects of role stressors on service recovery performance (Ashill, Rod, Thirkell, & Carruthers, 2009).

2.1.4 Surface-Level Personality Trait

According to the hierarchical personality structure, surface-level personality traits emerge from a joint combination of elemental, compound, and situational traits. As stated by Babakus et al. (2009), customer orientation is “cushioned, nourished and supported by a set of deeper more abstract personality traits” (p. 483). As a surface-level personality trait, customer orientation is at the most concrete level, because it is highly related to job performance (Licata et al., 2003).

As mentioned before, customer orientation refers to “an employee’s tendency or predisposition to meet customer needs in an on-the-job context” (Brown et al., 2002, p. 111). Studies indicate that customer orientation decreases frontline employees’ burnout and reduces the effects of job demands on burnout and turnover intentions and the negative effects of job demands on job performance (Babakus et al., 2009).

Studies indicate that customer orientation enhances customer satisfaction (Hennig-Thurau, 2004) and frontline employees' job performance (Licata et al., 2003). Yavas et al. (2011a) also report that both job resourcefulness and customer orientation can be possible moderators in the relationship between interrole conflicts and performance outcomes.

2.2 Outcomes of Situational- and Surface-Level Personality Traits

This thesis develops and tests a conceptual model that examines customer orientation as a mediator of the effect of job resourcefulness on job outcomes. In this thesis job satisfaction, role-prescribed customer service, and turnover intentions are used as the outcomes of situational- and surface-level personality traits. This is consistent with other studies in this research stream (e.g., Babakus et al., 2009; Harris et al., 2006; Licata et al., 2003).

2.2.1 Job Satisfaction

Job satisfaction, which refers to “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969, p. 316), has received considerable empirical attention in the current literature. As reported earlier, there are a number of empirical studies that link personality traits (e.g., self-efficacy, effort) to job satisfaction (e.g., Chebat & Kollias, 2000; Karatepe et al., 2006, 2007). However, empirical evidence regarding the effects of job resourcefulness and customer orientation on job satisfaction in the hospitality marketing literature is limited.

2.2.2 Role-Prescribed Customer Service

Role-prescribed customer service refers to “expected employee behaviors in serving the firm’s customers” (Bettencourt & Brown, 1997, p. 42). Employees in frontline service jobs in the hospitality industry should deal with various customers’ requests and problems. This means that they should have high performance in the workplace. Although there are studies linking personality traits (e.g., competitiveness, self-efficacy, Big Five) to performance outcomes (e.g., job performance) in the current literature (Barrick & Mount, 1991; Karatepe et al., 2006), empirical evidence regarding the effects of job resourcefulness and customer orientation on performance outcomes in the hospitality marketing literature is scarce.

2.2.3 Turnover Intentions

Turnover intentions refer to employees’ “willingness to leave an organization” (Thoresen et al., 2003, p. 918). Since turnover is still a significant problem in the hospitality industry, it is important to understand what types of strategies would be useful for reducing turnover. One of these strategies is related to appropriate hiring processes. That is, hospitality managers need to hire employees who are high in job resourcefulness and customer orientation (Babakus et al., 2009; Karatepe, 2011a). This is important, because job-resourceful employees can work in environments where there are limited job resources. In addition, customer-oriented employees enjoy serving customers and dealing with customers’ requests. An analysis of the current literature indicates that empirical studies regarding the effects of job resourcefulness and customer orientation on turnover intentions are limited.

2.3 Hierarchical Personality Theory and Person-Job Fit Theory

Hierarchical personality theory and person-job fit theory provide guidance for developing relationships regarding the mediating role of customer orientation in the relationship between job resourcefulness and job outcomes. Hierarchical personality theory posits that job resourcefulness is a situational-level personality trait and is affected by elemental and compound traits. Job resourcefulness in turn influences customer orientation, which is a surface-level personality trait. Job-resourceful employees can work in an environment where there are limited job resources. Such employees would fit well in the organizations having limited job resources (Ashill et al., 2009). This is also consistent with the person-job fit theory, which refers to “the degree of match between the personality, skills, and ability of the worker and the requirements of specific jobs or job tasks” (Donavan, Brown, & Mowen, 2004, p. 129). That is, frontline service jobs require employees who can work under these conditions.

This thesis posits that job resourceful employees can serve customers effectively, even under resource-depleted organizations. Such employees in turn have positive performance outcomes, are satisfied with their jobs, and have lower turnover intentions.

Chapter 3

RESEARCH HYPOTHESES

This chapter presents the conceptual model and hypotheses. That is, in this chapter a discussion of how the relationships among the study variables are developed is provided. The study variables used are job resourcefulness, customer orientation, job satisfaction, role-prescribed customer service, and turnover intentions.

3.1 Conceptual Model

The conceptual model is given in Figure 1. According to the conceptual model, job resourcefulness increases customer orientation. The model proposes that customer orientation increases job satisfaction and role-prescribed customer service and reduces turnover intentions. These relationships point to the mediating role of customer orientation. That is, customer orientation fully mediates the effect of job resourcefulness on job satisfaction, role-prescribed customer service, and turnover intentions. Job-resourceful employees can serve customers successfully and deal with their requests and problems effectively. Customer-oriented employees in turn are satisfied with the job, have better performance in the organization, and report low levels of turnover intentions.

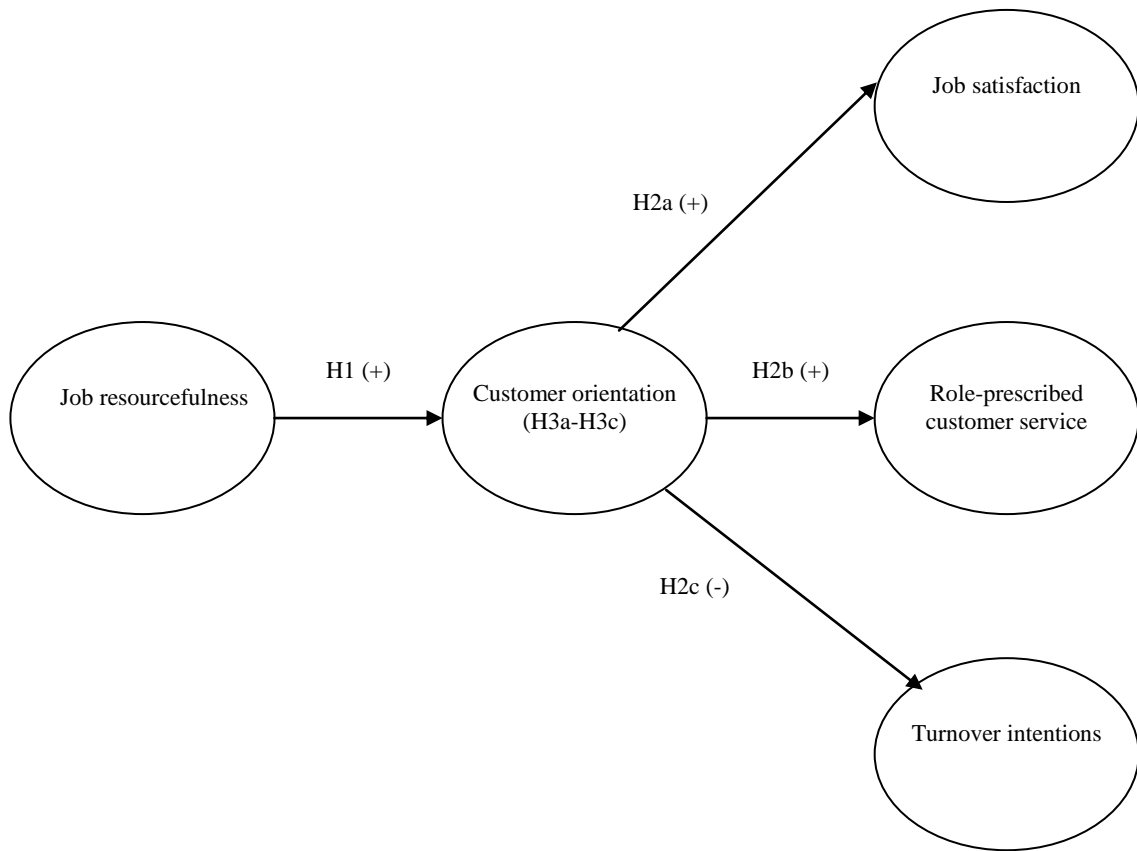


Figure 1: Conceptual Model

3.2 Hypothesis Development

3.2.1 Job Resourcefulness and Customer Orientation

As demonstrated in the conceptual model, job resourcefulness is a predictor of customer orientation. Although limited, there is empirical evidence providing support for this relationship. For instance, in their study conducted with three samples (i.e., nurses, bank employees, restaurant employees), Licata et al (2003) showed that job resourcefulness had a positive effect on customer orientation. Harris et al. (2006) found that job resourcefulness was positively associated with customer orientation among frontline bank employees. In a study of employees in frontline

service jobs in the Nigerian hotel industry, Karatepe (2011b) found that job resourcefulness enhanced customer orientation.

Accordingly, the following hypothesis is proposed:

H1: Job resourcefulness is positively related to customer orientation.

3.2.2 Job Outcomes

The conceptual model proposes that customer orientation leads to positive job outcomes. That is, customer orientation increases job satisfaction and role-prescribed customer service and reduces turnover intentions. These relationships can be developed using the person-job fit theory. That is, frontline service jobs require employees with skills and ability to have frequent face-to-face or voice-to-voice interactions with customers and respond to customer requests successfully. Customer-oriented employees can meet such requirements (cf. Donovan et al., 2004).

There are also empirical studies providing support for these relationships. For example, it was found that customer orientation was a significant predictor of job satisfaction among restaurant and bank employees (Donovan et al., 2004). Harris et al.'s (2006) study provided support for the negative relationship between customer orientation and turnover intentions. Their study also showed that customer orientation enhanced employees' job satisfaction.

Babakus et al. (2009) showed that customer orientation increased job performance among frontline bank employees in New Zealand. However, their study did not provide any support for the relationship between customer orientation and turnover intentions. Karatepe (2011b) reported that customer orientation enhanced employees' external representation and service delivery behaviors.

Accordingly, the following hypotheses are proposed:

H2: Customer orientation is positively related to (a) job satisfaction and (b) role-prescribed customer service and is negatively related to (c) turnover intentions.

3.2.3 Customer Orientation as a Mediator

The conceptual model proposes that customer orientation has a full mediating role on the relationship between job resourcefulness and job outcomes. That is, job-resourceful employees are highly customer-oriented, because they can work under resource-depleted conditions (Ashill et al., 2009; Karatepe, 2011a). Customer oriented employees in turn are satisfied with the job, have better performance in the organization, and show low levels of turnover intentions.

As discussed before, the hierarchical personality and person-job fit theories also provide guidance for developing the abovementioned relationships. According to the hierarchical personality theory, job resourcefulness is a situational-level personality trait and results from the joint effects of elemental and compound traits (Licata et al., 2003). Customer orientation is a surface-level personality trait and results from the joint effects of elemental, compound, and situational traits (Licata et al., 2003). Surface traits can be linked to actual behaviors of employees. That is, customer oriented employees can deal with customer requests and problems effectively. This is also consistent with the person-job fit theory. Such employees are satisfied with their job and have low levels of turnover intentions.

Harris et al. (2006) showed that customer orientation fully mediated the effect of job resourcefulness on job satisfaction and intention to leave. Karatepe (2011b) also showed that customer orientation fully mediated the effect of job resourcefulness on external representation and service delivery behaviors.

Accordingly, the following hypotheses are proposed:

H3: Customer orientation fully mediates the effect of job resourcefulness on (a) job satisfaction, (b) role-prescribed customer service, and (c) turnover intentions.

Chapter 4

METHODOLOGY

This chapter presents information about the methodology of this empirical investigation. Specifically, this chapter gives information about deductive approach as well as information about sample and data collection. Finally, the present chapter presents information regarding the questionnaires used in this empirical study and information how data are analyzed.

4.1 Deductive Approach

This study adopted deductive approach. According to Ali and Birley (1999), "... in deductive research there is a well-established role for existing theory since it informs the development of hypotheses, the choice of variables, and the resultant measures which researchers intend to use. Within this paradigm the scientist formulates a particular theoretical framework and then sets about testing it" (p. 103). Accordingly, this study developed hypotheses using the hierarchical personality and person-job fit theories and tested them using data obtained from frontline employees in the four- and five-star hotels in Iran.

4.2 Sample and Data Collection

As mentioned before, this thesis tests customer orientation as a mediator of the effect of job resourcefulness on job satisfaction, role-prescribed customer service, and

turnover intentions. This study collected data from full-time frontline employees in Iran to evaluate these relationships. Specifically, this study collected data from a sample of full-time frontline employees in the four- and five-star hotels in Tehran, Tabriz, and Kish Island, which are among the tourism destinations in Iran. In this study judgmental sampling procedure was used. Judgmental sampling refers to “picking cases that are judged to be typical of the population in which we are interested, assuming that errors of judgment in the selection will tend to counterbalance one another” (Judd, Smith, and Kidder 1991, p. 136). In this study data were from frontline hotel employees such as front desk agents, wait staff, guest relations representatives, door attendants, bell attendants, and reservations agents. All of these frontline employees had frequent interactions (face-to-face or voice-to-voice) with customers.

Based on the information obtained from Iran’s Cultural Heritage, Handicraft and Tourism Organization at the time of our study, there were 5 five-star and 11 four-star hotels in Tehran. There were 4 five-star and 7 four-star hotels in Kish Island. There were 2 five-star hotels and 1 four-star hotel in Tabriz. The researcher contacted management of these hotels using a letter. This letter included information about the purpose of the study and permission for data collection. Management of 5 five-star and 8 four-star hotels agreed to participate in the study. These managers read the questionnaires carefully and had no questions regarding the understandability of the items. They also permit the researcher to directly contact their frontline employees. Respondents self-administered the questionnaires and put the questionnaires in a box. Employees were given assurance of confidentiality and anonymity.

Data were collected in two waves (Time I and Time II). Time-lag was two weeks. The researcher prepared a master list that consisted of the name of each frontline

employee in the hotel. While doing this, the researcher paid great attention to the issue of confidentiality. Each employee in this master list was assigned an identification number. An identification number was also written on each questionnaire. This procedure was used at both Time I and Time II data collection stages so that the questionnaires at Time I and Time II could be matched. This data collection is important for reducing common method bias. Podsakoff et al. (2003, p. 885) state, "...common method biases arise from having a common rater, a common measurement context, a common item context, or from the characteristics of the items themselves." Therefore, this study employed a temporal separation (two weeks) between the measurement of the predictor and criterion variables. This is consonant with the suggestion made by Podsakoff et al. (2003).

Two hundred and fifty questionnaires were distributed to frontline hotel employees at Time I. By the cut-off date for data collection, 148 questionnaires were retrieved with a response rate of 59.2%. One hundred and forty-eight questionnaires were then distributed to the same frontline employees at Time II. By the cut-off date for data collection, 148 questionnaires were returned. However, 3 questionnaires were eliminated because of missing information. As a result, 145 questionnaires were retrieved with a response rate of 98% of the sample at Time II and 58% of the sample at Time I.

4.3 Questionnaire Structure and Measures

4.3.1 Questionnaire Structure

In this study data were gathered from hotel employees in frontline service jobs using a time lag of two weeks. Therefore, this study used two questionnaires. The Time I questionnaire included the job resourcefulness and customer orientation measures.

In the Time I questionnaire there were items for identifying respondents' profile (i.e., age, gender, education, and organizational tenure). The Time II questionnaire included the job satisfaction, role-prescribed customer service, and turnover intentions measures.

All items in the Time I and Time II questionnaires were prepared in English and then translated into Persian using the back-translation procedure (Parameswaran & Yaprak, 1987). Broadly speaking, the researcher prepared the questionnaires in English. Then, two bilingual individuals (fluent both in English and Persian) participated independently in the translation process. The researcher controlled the two versions of these questionnaires in English for identifying any inconsistencies.

The Time I questionnaire was assessed using a pilot sample of five employees. The Time II questionnaire was also assessed using a pilot sample of five employees. Employees participating in pilot studies were not the same individuals. As a result of pilot studies, employees had no difficulty in understanding items in the questionnaires.

4.3.2 Measures

Job resourcefulness, customer orientation, job satisfaction, role-prescribed customer service, and turnover intentions represent the constructs used in this study.

4.3.2.1 Job Resourcefulness

Job resourcefulness was operationalized with four items from Harris et al. (2006). Sample items included: 'I am able to make things happen in the face of scarcity at my job' and 'On the job I am clever and inventive in overcoming barriers'. This study used a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly*

disagree). Higher scores provided higher job resourcefulness. Similar items were also used in other studies in the current literature (Ashill et al., 2009; Karatepe, 2011b).

4.3.2.2 Customer Orientation

Customer orientation was measured with four items from Licata et al. (2003). Sample items included: 'I try to get customers to discuss their needs with me' and 'I take a problem-solving approach with my customers'. This study used a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). Higher scores provided higher customer orientation. Such items were also used in other studies (e.g., Yavas, Karatepe, & Babakus, 2011b).

4.3.2.3 Job Satisfaction

Consistent with other studies in the current literature (Karatepe et al., 2006, 2007), job satisfaction was measured with eight items from Hartline and Ferrell (1996). This measure assessed satisfaction overall job, fellow workers, supervisor(s), hotel's policies, support provided by this hotel, salary, opportunities for advancement with this hotel, and hotel's customers. This study used a five-point scale ranging from 5 (*extremely satisfied*) to 1 (*extremely dissatisfied*). Higher scores provided higher job satisfaction.

4.3.2.4 Role-Prescribed Customer Service

In this study role-prescribed customer service was assessed with five items from Bettencourt and Brown (1997). Sample items included: 'I meet formal performance requirements when serving customers' and 'I help customers with those things which are required of me'. These items were also used in other studies (e.g., Chebat &

Kollias, 2000). This study used a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). Higher scores provided higher role-prescribed customer service.

4.3.2.5 Turnover Intentions

Turnover intentions were measured with three items from Singh et al. (1996). Sample items included: 'I often think about quitting' and 'I will probably look for a new job next year'. Responses to items in turnover intentions were rated on a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). Higher scores provided higher turnover intentions. Using these items is consistent with other studies in the current literature (Karatepe, 2011c; Yavas et al., 2011b)

4.4 Data Analysis

Frequencies were used to present the results about respondents' profile (i.e., age, gender, education, and organizational tenure). Bivariate and multivariate analyses were used. Pearson product-moment correlations with means and standard deviations of constructs were reported. Internal consistency reliability was assessed using the cut-off level of 0.70.

In this study a two-step approach was used (Anderson & Gerbing, 1988). The first step included confirmatory factor analysis (using LISREL 8.30) for convergent and discriminant validity (Joreskog & Sorbom, 1996). In this process a partial aggregation approach was undertaken (Bagozzi & Edwards, 1998; Williams & O'Boyle, 2008). In the second step a model comparison was made. The fully and partially mediated models were compared via a χ^2 difference test. The following fit statistics were used for evaluating model fit statistics: χ^2/df , CFI, NNFI, and RMR. Kelloway (1998: 24-31) define these tests as follows:

Chi-square: Since chi-square test is sensitive to large sample sizes ($n \geq 200$), other fit statistics are to be taken into account.

CFI-Comparative Fit Index: The comparative fit index is based the non-central chi-square distribution.

NNFI-Non-Normed Fit Index: The NNFI results in numbers with a lower bound of 0 but an upper bound greater than 1. Higher values of the NNFI indicate a better fitting model, and it is common to apply the .90 rule as indicating a good fit to the data.

RMR-Root Mean Square Residual: This is the square root of the mean of the squared discrepancies between the implied and observed covariance matrices.”

In the second step the hypothesized relationships were tested using structural equation modeling. The mediated relationships were analyzed using the guidelines provided by Baron and Kenny (1986): (1) the predictor variable is significantly related to the mediator; (2) the predictor variable is significantly related to the criterion variable; (3) the mediator is significantly related to the criterion variable; (4) there is full mediation when the predictor variable is not significantly related to the criterion variable when the mediator is controlled. Consistent with other studies (Chen, Aryee, & Lee, 2005; Karatepe, 2011d), this study assessed the last condition using the comparison of fully and partially mediated models based on a χ^2 difference test.

Chapter 5

RESULTS

This chapter presents the results of this empirical study. Specifically, the results regarding respondents' profile in terms of age, gender, education, and organizational tenure are presented. The results concerning the assessment of the measures in terms of convergent and discriminant validity and internal consistency reliability are provided. Finally, the results regarding the structural model including hypotheses are given.

5.1 Respondents' Profile

Table 1 presents the results about respondents' profile. As can be observed in Table 1, 48% of the respondents were aged between 18 and 27 years. Forty-five percent of the respondents were between the ages of 28-37. The rest were older than 37. Sixty-one percent of the respondents were male. Three percent of the respondents had primary school education, while 35% had secondary and high school education. Twenty-nine percent of the respondents had two-year college degrees, while 30% had four-year college degrees. The rest had graduate degrees. The overwhelming majority of the respondents (72%) had tenures of five years or less. The rest had tenures more than five years. As can also be seen in Table 1, 50% of the respondents worked at four-star hotels.

Table 1: Demographic Breakdown of the Sample (n = 145)

| | <u>Frequency</u> | <u>%</u> |
|------------------------------|------------------|----------|
| Age | | |
| 18-27 | 70 | 48.3 |
| 28-37 | 65 | 44.8 |
| 38-47 | 9 | 6.2 |
| 48-57 | 1 | 0.7 |
| Total | 145 | 100.0 |
| Gender | | |
| Male | 88 | 60.7 |
| Female | 57 | 39.3 |
| Total | 145 | 100.0 |
| Education | | |
| Primary School | 4 | 2.8 |
| Secondary and High School | 50 | 34.5 |
| Two-Year College Degree | 42 | 29.0 |
| Four-Year College Degree | 44 | 30.3 |
| Graduate Degree | 5 | 3.4 |
| Total | 145 | 100.0 |
| Organizational Tenure | | |
| Less than 1 year | 31 | 21.4 |
| 1-5 | 74 | 51.0 |
| 6-10 | 35 | 24.1 |
| 11-15 | 4 | 2.8 |
| 16-20 | 1 | 0.7 |
| Total | 145 | 100.0 |
| Type of Hotel | | |
| Four-star | 73 | 50.3 |
| Five-star | 72 | 49.7 |
| Total | 145 | 100.0 |

5.2 Measurement Results

As mentioned earlier, a partial aggregation approach was undertaken. Using such an approach improves model fit (Williams & O'Boyle, 2008). As can be seen in Table 2, the model fit statistics were as follows: ($\chi^2 = 431.24$, $df = 216$; CFI = .90; NNFI = .87; RMR = .054). These results suggested that the measurement model acceptably fit the data. The results in Table 2 revealed that all standardized loadings were significant (>2.00).

Table 2: Scale Items and Confirmatory Factor Analysis Results

| Scale items | Standardized loading | t-value |
|---|----------------------|---------|
| Job resourcefulness | | |
| When it comes to completing tasks at my job I am very clever and enterprising | .76 | 9.68 |
| I am able to make things happen in the face of scarcity at my job | .62 | 7.31 |
| At my job, I think I am fairly a resourceful person | .72 | 8.46 |
| On the job I am clever and inventive in overcoming barriers | .72 | 9.17 |
| Customer orientation | | |
| I try to help customers achieve their goals | .78 | 10.60 |
| I try to get customers to discuss their needs with me | .88 | 12.32 |
| I take a problem-solving approach with my customers | .81 | 10.44 |
| I am able to keep the best interest of the customer in mind | .68 | 8.47 |
| Job satisfaction | | |
| My overall job | .86 | 12.63 |
| My fellow workers | .80 | 11.29 |
| My supervisor(s) | .74 | 10.05 |
| This hotel's policies | .78 | 10.87 |
| The support provided by this hotel | .86 | 12.60 |
| My salary | .86 | 12.70 |
| The opportunities for advancement with this hotel | .82 | 11.82 |
| This hotel's customers | .64 | 8.31 |
| Role-prescribed customer service | | |
| I perform all those tasks for customers that are required of me | .86 | 12.74 |
| I meet formal performance requirements when serving customers | .88 | 13.14 |
| I fulfill responsibilities to customers as specified in the job description | .78 | 10.95 |
| I adequately complete all expected customer-service behaviors | .88 | 13.13 |
| I help customers with those things which are required of me | .88 | 13.10 |
| Turnover intentions | | |
| It is likely that I will actively look for a new job next year | .90 | 13.75 |
| I often think about quitting | .85 | 12.58 |
| I will probably look for a new job next year | .91 | 14.03 |
| <i>Model fit statistics:</i> | | |
| $\chi^2 = 431.24$, $df = 216$; CFI = .90; NNFI = .87; RMR = .054 | | |

Notes: All loadings are significant at the .01 level or better.

The overwhelming majority of the loadings were also greater than .70. An analysis of average variance extracted for each variable was equal to .50 or above. Specifically, the average extracted for each variable was as follows: job resourcefulness .50; customer orientation .63; job satisfaction .63; role-prescribed customer service .73; and turnover intentions .80. The results of correlation coefficients in Table 3 also showed that none of the shared variances was greater than average variance extracted by each construct. In light of these results, it is clear that there is evidence for convergent and discriminant validity (Anderson & Gerbing, 1988; Fornell & Larcker, 1981).

The results in Table 3 indicated that each variable had a coefficient alpha greater than .70. That is, the internal consistency reliability for each variable was as follows: job resourcefulness .78; customer orientation .83; job satisfaction .92; role-prescribed customer service .93; and turnover intentions .92.

Table 3: Means, Standard Deviations, and Correlations of Model Constructs, and Internal Consistency Reliabilities

| Variables | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------|--------|--------|---------|---------|-------|
| 1. Job resourcefulness | 1.000 | | | | |
| 2. Customer orientation | .642** | 1.000 | | | |
| 3. Job satisfaction | .084 | .098 | 1.000 | | |
| 4. Role-prescribed customer service | .125* | .222** | .722** | 1.000 | |
| 5. Turnover intentions | -.026 | -.036 | -.712** | -.436** | 1.000 |
| Mean | 3.83 | 4.12 | 3.43 | 3.91 | 2.77 |
| Standard deviation | .82 | .78 | .91 | .92 | 1.05 |
| Coefficient alpha | .78 | .83 | .92 | .93 | .92 |

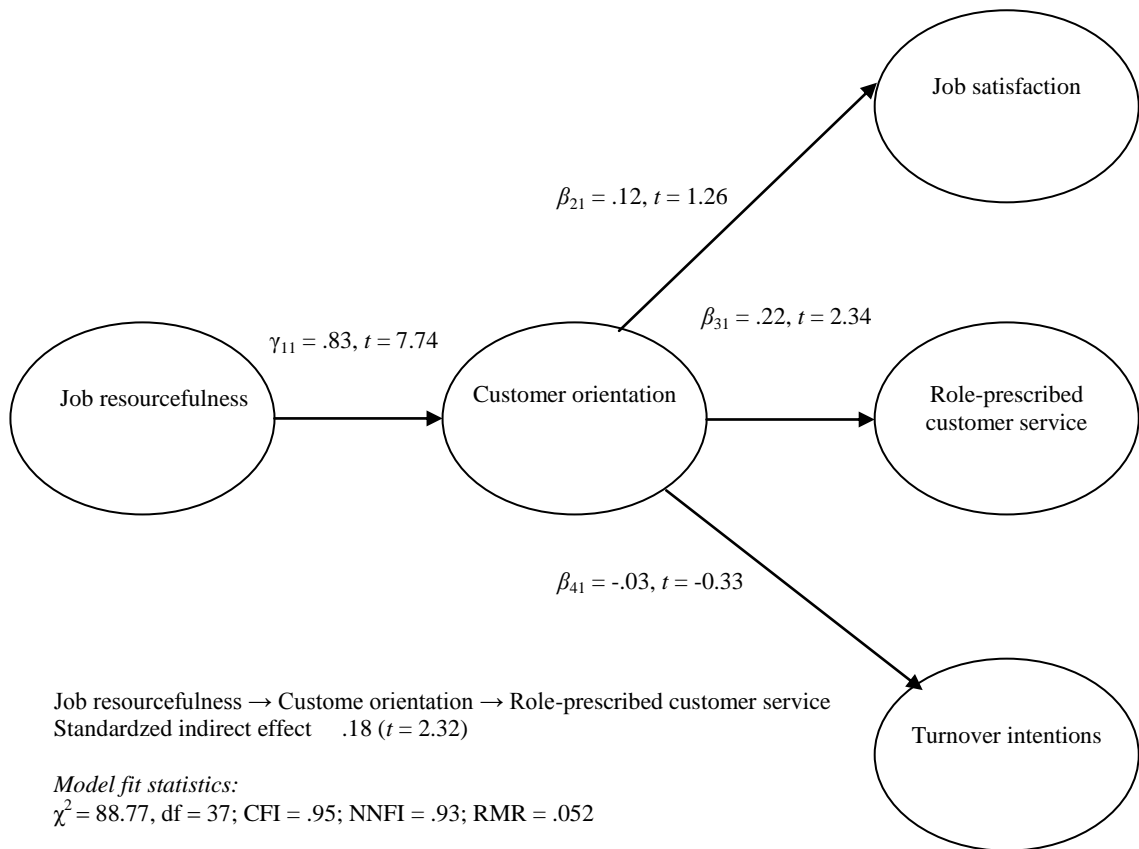
* $p < .10$, ** $p < .05$. One-tailed test.

5.3 Structural Model Results

A close examination of the results in Table 3 indicates that the conditions for a mediation analysis are not met for each relationship. Specifically, there is a

significant correlation between job resourcefulness and customer orientation ($r = .642$). Thus, the first condition is met. Job resourcefulness is not significantly correlated with job satisfaction and turnover intentions. The second condition for these variables is not met. However, job resourcefulness is significantly correlated with role-prescribed customer service ($r = .125$). The second condition is met for this association. The third condition is met only for the correlation between customer orientation and role-prescribed customer service ($r = .222$). In short, the mediation can only be evaluated for the relationship between job resourcefulness, customer orientation, and role-prescribed customer service. The last condition is assessed using the χ^2 difference test. The χ^2 difference test for the fully ($\chi^2 = 88.77$, $df = 37$) and partially ($\chi^2 = 86.70$, $df = 34$) mediated models indicated a non-significant difference in fit ($\Delta\chi^2 = 2.07$, $\Delta df = 3$, non-significant). That is, the fully mediated seemed to provide a better fit than the partially mediated model. The results also indicated that the fully mediated acceptably fit the data ($\chi^2 = 88.77$, $df = 37$; CFI = .95; NNFI = .93; RMR = .052).

The results in Figure 2 indicated that job resourcefulness had a significant positive effect on customer orientation ($\gamma_{11} = .83$, $t = 7.74$). Therefore, there was empirical support for hypothesis 1. The results indicated that customer orientation was not significantly related to job satisfaction ($\beta_{21} = .12$, $t = 1.26$) and turnover intentions ($\beta_{41} = -.03$, $t = -.33$). Therefore, hypotheses 2(a) and 2(c) were not supported. However, there was empirical support for hypothesis 2(b), because customer orientation had a significant positive impact on role-prescribed customer service ($\beta_{31} = .22$, $t = 2.34$).



Notes: T-values: one-tailed test $t > 1.3$, $p < 0.10$; $t > 1.65$, $p < .05$; and $t > 2.33$, $p < .01$. CFI = Comparative fit index; NNFI = Non-normed fit index; RMR = Root mean square residual.

Figure 2: Structural Model Test Results

As stated earlier, the conditions for a mediation analysis were met only for the relationship between job resourcefulness, customer orientation, and role-prescribed customer service. The standardized indirect effect of job resourcefulness on role-prescribed customer service was significant and positive based on Sobel test (.18, $t = 2.32$). Therefore, hypothesis 3(c) was supported. However, there was no empirical support for hypotheses 3(a) and 3(b). The results accounted for 69% of the variance in customer orientation, 2% in job satisfaction, 5% in role-prescribed customer

service, and 1% in turnover intentions.

Chapter 6

DISCUSSION

6.1 Contribution of This Thesis

This thesis contributes to the hospitality marketing literature in the following ways. First, job resourcefulness and customer orientations are the two personality traits that are more work-related. As a situational-level personality trait, job resourcefulness enhances customer orientation, which is a surface-level personality trait. Such personality traits are important for frontline service jobs. Despite this, empirical research about the effects of these personality traits on job outcomes is limited. More importantly, the mediating role of customer orientation in this process is not clear (Harris et al., 2006; Karatepe, 2011b). Accordingly, this study developed and tested a conceptual model that examined customer orientation as a full mediator of the effect of job resourcefulness on job satisfaction, role-prescribed customer service, and turnover intentions.

Second, this thesis extends this research stream to Iran, which is a developing non-Western country. Investigating these relationships in such settings is important, because the overwhelming majority of the findings on job resourcefulness and customer orientations are based on samples emerging from developed Western countries (e.g., Ashill et al., 2009; Babakus et al., 2009; Karatepe, 2011a, b). The results of this study are also significant for hospitality managers in Iran, because they

have to improve service standards in the industry and retain a pool of frontline employees who are high in job resourcefulness and customer orientation for delivery of service quality.

6.2 Assessment of Findings

The results clearly suggest that the fully mediated model appears to have a better fit than the partially mediated model. Therefore, the results of the fully mediated model are presented. Specifically, the results suggest that job resourcefulness increases customer orientation. This is in line with the work of Harris et al. (2006) and Karatepe (2011b) that job-resourceful frontline employees who can work under resource-depleted conditions enjoy serving customers and dealing with their requests and complaints.

The results suggest that customer orientation is not significantly related to job satisfaction and turnover intentions, while it enhances frontline employees' role-prescribed customer service. Two potential reasons for these non-significant findings can be presented. First, Licata et al. (2003, p. 259) state, "Surface traits are the traits most proximate to behavior and have a direct effect on actual behaviors in the specific context." Job satisfaction and turnover intentions are the attitudinal job outcomes. It appears that role-prescribed customer service is one of the performance outcomes of customer orientation. This is consistent with the work of Karatepe (2011b) and Licata et al. (2003). Second, this study used a sample of frontline hotel employees in Iran to test these relationships. It seems that customer-oriented employees in the Iranian hotel industry have better performance in the workplace. However, it does not necessarily mean that they are satisfied with the job and do not

have intentions to leave the organization. This is in need of further empirical research.

The results also suggest that customer orientation fully mediates the impact of job resourcefulness on role-prescribed customer service. That is, job-resourceful employees enjoy serving customers and dealing with their requests and problems. Such employees in turn have better performance in the workplace. The full mediating role of customer orientation in this process is in line with the work of Karatepe (2011b). Since the direct effect of customer orientation on job satisfaction and turnover intentions is not significant, the mediating role of customer orientation cannot be determined.

6.3 Limitations and Future Research Directions

There are several limitations of this empirical study. These limitations are followed by future research implications. First, this study used a time lag of two weeks for collecting data from frontline hotel employees. Such a practice might be useful for providing some evidence for temporal causality. However, it is not adequate. Therefore, in future studies collecting data over a longer period of time than it was done in this study would be useful for issue of causality (Grandey & Cropanzano, 1999).

Second, this study used only three job outcomes such as job satisfaction, role-prescribed customer service, and turnover intentions. Including other job outcomes such as extra-role customer service, organizational commitment, and career satisfaction in the conceptual model would be beneficial for understanding the mediating role of customer orientation. Third, employing cross-national empirical studies is significant for making comparisons among the study results based on data

derived from different countries such as the United States, Nigeria, Iran, and Hong Kong. Such empirical studies would enhance the understanding of customer orientation as a mediator.

Fourth, future empirical studies can also focus on the moderating role of organizational tenure. For example, long-tenure employees may be used to working in frontline service jobs and thus having very good face-to-face or voice-to-voice interactions with customers. Accordingly, the positive effect of customer orientation on role-prescribed customer service may be stronger among employees high in customer orientation than employees low in customer orientation. Finally, replication studies with larger sample sizes in different regions of Iran and other similar countries would be useful.

6.4 Implications for Managers

There are two useful management implications based on the results of this study. First, it is obvious that management of the hotels should retain job-resourceful and customer-oriented employees. This is important, because job resourceful and customer orientation increase performance in the workplace. Potentially, managements of the hotels should pay utmost attention to hiring process of employees in frontline service jobs. For example, they can use objective and standard tests for selecting the most suitable individuals (Yavas et al., 2010). Alternatively, they can use mini case studies to find out whether these individuals can work under resource-depleted conditions (cf. Yavas et al., 2010, 2011a). Having job-resourceful and customer-oriented employees in the workplace is important, since job resourcefulness and customer orientation reduce the positive effects of job demands on burnout (Ashill et al., 2009; Babakus et al., 2009). Such practices are

also critical for the hospitality industry in Iran, because nepotism is widespread in Iran (Karatepe & Ehsani, 2012).

Second, management of the hotels should make sure that they arrange continuous training programs for their frontline employees. As argued by Babakus et al. (2009), training programs can be useful for frontline employees to learn customer-oriented behaviors, because customer orientation is an enduring disposition. In these training programs it is also possible that frontline employees share their ideas for improvement in service delivery process and provide various suggestions.

Chapter 7

CONCLUSION

This thesis developed and tested a conceptual model that investigated customer orientation as a mediator of the effect of job resourcefulness on job satisfaction, role-prescribed customer service, and turnover intentions. Data were gathered from full-time frontline hotel employees in Iran for assessing these relationships. Data were collected with a time lag of two weeks for reducing the risk of common method bias. Investigating these relationships contributes to the hospitality marketing literature in the following ways. First, empirical research regarding the impacts of job resourcefulness and customer orientation on job outcomes is scarce. Above all, the mediating role of customer orientation in this process has received very little empirical attention. Second, this study extends the research stream to developing non-Western countries such as Iran for broadening the database concerning the mediating role of customer orientation.

The results suggest that job resourcefulness increases customer orientation. Customer orientation in turn enhances frontline employees' role-prescribed customer service. That is, customer orientation has a full mediating role in the relationship between job resourcefulness and role-prescribed customer service. However, there is no empirical support for the effect of customer orientation on job satisfaction and

turnover intentions. Therefore, the mediating role of customer orientation in this process cannot be determined.

This thesis provides two important implications for managers in the hospitality industry based on the results of the empirical investigation. Limitations and future research directions of the empirical study are also emphasized in this thesis.

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APPENDIX

Appendix: A FIELD STUDY IN THE HOTEL INDUSTRY OF IRAN

Dear Respondent:

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

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

If you have any questions about our research, please do not hesitate to contact Mrs. Behnaz Ghareh Baghi Douri through her e-mail address: b.gharebaghi@gmail.com.

Thank you for your kind cooperation.

Research Team:

Assoc. Prof. Dr. Osman M. Karatepe
Behnaz Ghareh Baghi Douri

Address:

School of Tourism and Hospitality Management
Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

SECTION I.

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

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

| | | | | | |
|---|---|---|---|---|---|
| 1. When it comes to completing tasks at my job I am very clever and enterprising. | 1 | 2 | 3 | 4 | 5 |
| 2. I am able to make things happen in the face of scarcity at my job. | 1 | 2 | 3 | 4 | 5 |
| 3. At my job, I think I am fairly a resourceful person. | 1 | 2 | 3 | 4 | 5 |
| 4. On the job I am clever and inventive in overcoming barriers. | 1 | 2 | 3 | 4 | 5 |
| 5. I try to help customers achieve their goals. | 1 | 2 | 3 | 4 | 5 |
| 6. I try to get customers to discuss their needs with me. | 1 | 2 | 3 | 4 | 5 |
| 7. I take a problem-solving approach with my customers. | 1 | 2 | 3 | 4 | 5 |
| 8. I am able to keep the best interest of the customer in mind. | 1 | 2 | 3 | 4 | 5 |

SECTION II.

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

1. How old are you?

- 18-27 ()
- 28-37 ()
- 38-47 ()
- 48-57 ()
- 58 and over ()

2. What is your gender?

- Male ()
- Female ()

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

- Primary school ()
- Secondary and high school ()
- Vocational school (two-year program) ()
- University first degree ()
- Master or Ph.D. degree ()

4. How long have you been this hotel?

- Under 1 year ()
- 1-5 years ()
- 6-10 years ()
- 11-15 years ()
- 16-20 years ()
- More than 20 years ()

Thank you for your kind cooperation.

A FIELD STUDY IN THE HOTEL INDUSTRY OF IRAN

Dear Respondent:

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

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

If you have any questions about our research, please do not hesitate to contact Mrs. Behnaz Ghareh Baghi Douri through her e-mail address: b.gharebaghi@gmail.com.

Thank you for your kind cooperation.

Research Team:

Assoc. Prof. Dr. Osman M. Karatepe
Behnaz Ghareh Baghi Douri

Address:

School of Tourism and Hospitality Management
Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

SECTION I.

Please indicate your dissatisfaction or satisfaction with each statement by placing a (✓) in the appropriate choice using the following five-point scale:

- (1) I am extremely dissatisfied
- (2) I am dissatisfied
- (3) I am undecided
- (4) I am satisfied
- (5) I am extremely satisfied

| | | | | | |
|---|---|---|---|---|---|
| 1. My overall job. | 1 | 2 | 3 | 4 | 5 |
| 2. My fellow workers. | 1 | 2 | 3 | 4 | 5 |
| 3. My supervisor(s). | 1 | 2 | 3 | 4 | 5 |
| 4. This hotel's policies. | 1 | 2 | 3 | 4 | 5 |
| 5. The support provided by this hotel. | 1 | 2 | 3 | 4 | 5 |
| 6. My salary. | 1 | 2 | 3 | 4 | 5 |
| 7. The opportunities for advancement with this hotel. | 1 | 2 | 3 | 4 | 5 |
| 8. This hotel's customers. | 1 | 2 | 3 | 4 | 5 |

SECTION II.

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

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

| | | | | | |
|--|---|---|---|---|---|
| 9. It is likely that I will actively look for a new job next year. | 1 | 2 | 3 | 4 | 5 |
| 10. I often think about quitting. | 1 | 2 | 3 | 4 | 5 |
| 11. I will probably look for a new job next year. | 1 | 2 | 3 | 4 | 5 |
| 12. I perform all those tasks for customers that are required of me. | 1 | 2 | 3 | 4 | 5 |
| 13. I meet formal performance requirements when serving customers. | 1 | 2 | 3 | 4 | 5 |
| 14. I fulfill responsibilities to customers as specified in the job description. | 1 | 2 | 3 | 4 | 5 |
| 15. I adequately complete all expected customer-service behaviors. | 1 | 2 | 3 | 4 | 5 |
| 16. I help customers with those things which are required of me. | 1 | 2 | 3 | 4 | 5 |

Thank you for your kind cooperation.