Organizational Culture, Career Satisfaction and Work Outcomes in 3, 4 and 5 Star Hotels in North Cyprus

Abdalbari Taleb

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Approval of the Institute of Graduate Studies and Research

_____
Prof. Dr. Elvan Yılmaz
Director

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

_____
Assoc. Prof. Mustafa Tümer
Chair, Department of Business Administration

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 Arts in Marketing Management.

_____
Prof. Dr. Huseyin Arasli
Supervisor

Examining Committee

1. Prof. Dr. Cem Tanova   _____

2. Assoc. Prof. Dr. Sami Fethi   _____

3. Asst. Prof. Dr. Ilhan Dalci   _____

ABSTRACT

The aim of the thesis is to determine the effect of on organizational culture (OC) on career satisfaction (CSAT) by an empirical method. Organizational culture is classified as bureaucratic, innovative and supportive, and turnover intention (TI) of personnel and relationship of job performance (JP) with organizational culture are analyzed. Data was collected from hotels of North Cyprus (TRNC). Results of the study provide important findings for managers to maintain durability and performance of employees.

Keywords: Organizational Culture, Career Satisfaction, Job Performance, Turnover Intentions, Hospitality Industry and Turkish Republic of North Cyprus.

ÖZ

Tezin amacı Örgüt kültürünun meslek tatmini uzerine olan etkisini ampirik bir yöntemle belirlemektir. Örgüt kültürü bürokratik, yenilikçi ve destekleyici olarak sınıflandırılmış ve personelin işten ayrılma niyeti ve iş performansının örgüt kültürü ile ilişkisi incelenmiştir. Veriler KKTC otellerinden toplanmıştır. Çalışmanın sonuçları yöneticilere çalışanların performansını ve devamlılığını sağlaya bilmek için önemli bulgular sağlamaktadır.

Anahtar Sözcükler: Örgüt kültürü, Kariyer memnuniyeti, İş performansı, Devir amaçları, Konaklama sektörü ve Kuzey Kıbrıs Türk Cumhuriyeti.

DEDICATION

I dedicate this thesis work to those who helped me achieved my Master degree, specially my parents, brothers and sisters.

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LIST OF ACRONYMS/ABBREVIATIONS

CSAT: Career Satisfaction

OC: Organizational Culture

JP: Job Performance

TI: Turnover Intention

TRNC: Turkish Republic of North Cyprus

EU: European Union

UN: United Nation

EMU: Eastern Mediterranean University

GDP: Gross Domestic Product

GNP: Notional Domestic Product

Chapter 1

INTRODUCTION

In recent times, businesses are kin with their operational ability to maintain a leading edge while remaining increasingly competitive in the ever changing dynamic global market. A plethora of studies have dealt broadly with the concept of organizational culture overtime (Wallach 1983; Lok & Crawford, 2004; Kristof, 1996; Martins, 1992). The result of a vast body of empirical literature found that a firm's success is mostly the result of its organizational culture (Chen, R. X. Y., Cheung, C., & Law, R. 2012). To have a sustainable organizational success, organizations should establish an employee based *organizational culture* in order to provide expected job performance outcomes and keep their employees for their future operations. However, Hospitality organizations in the tourism industry with high turnover rates might not provide expected outcomes for their customers, employees and other stakeholders. The rate of turnover is an important issue in front of achieving performance objectives or goals in the hospitality sector. Because of its negative effects on the external values, retaining promising employees is regarded as an important issue to be considered by every manager in these organizations. There is; however, only little evidences on the association between organizational culture and the rate of turnover intention.

One another issue in bringing sustainable success is also depends on how organizational culture influences the performance level of employees and prevents

quitting intention. The managements are particularly concerned with developing an organizational culture with the overall welfare and wellbeing of their employee. This stems from the realization that the effectiveness of organizational performance in term of its successes rest on the satisfaction and commitment of the organizational workforce. Realising this fact, firms operating in the hospitality industry pay a significant attention to staff welfare by a sustainable development of career support program aimed at their employee job satisfaction which attract skilled personnel.

In this regards, previous studies have focussed on employee-organizational fit to the extent that the association between an employees' belief with that of their organization remains the crucial issue in the employee-organizational culture fit (O'Reilly et al., 1991, p. 492). Hence, when the organizational staff''s welfare needs are satisfied given the general organizational environment, the employee demonstrate a positive outlook to their work schedule and ultimately their chosen career (Kristof, 1996). Considering the association in terms of the employee organization fit, we observe a reduced willingness to quit and a low turnover intention rate among the organization employee and hence a high work performance rate. This is the case as the employees generally perceived their working environment positively. It is posited that organizational management assist their employees in moulding and developing their personal career and at the same time strive to enhance their general career satisfaction as a way of attracting and retaining a highly skilled work force (Barnett & Bradley, 2007; Wong et al., 1999).

Chen et al (2012), in a meta-analytical research provided evidence for the non-existence of empirical research relating hotel management functions and

organizational culture. More so, there is dearth of research focusing on the impact of culture on employee career satisfaction in the tourism sector in particular the hospitality industry (Singh et al., 2007).

Thus, the overall aim of this thesis is to investigate the effect of Organizational culture on carrier satisfaction and the influence of carrier satisfaction on job performance and turnover intention.

In the relative research, some questions may be asked to seek relevant answers such as, the characteristics of organizational culture found in a hotel organization, and to what extent does this characteristics of the organizational culture (whether bureaucratic, supportive or innovative in nature) influence the career satisfaction of the employee; the relationship between the career satisfaction of an organization and if organizational culture increase or decrease this association; the nature of relationship between the career satisfaction of the employee with their job performance and turnover intentions; the degree of influence career satisfaction has on the chosen career and the extent to which this influence affects the organizational culture and the employee's job performance.

The result of this thesis will complement the general understanding of organizational culture and its influence on the turnover intentions of the organization's employees given their job performance.

The significance of this thesis will aid the comprehension of the general idea of organizational culture, its influence and significant impact in the hospitality sector.

It will also highlight the relevant critical success factors in terms of an organization's overall undertakings and action plans that are geared towards the career satisfaction of the organization employees.

Our sample of study will be drawn from the responses of frontline employees across a selected numbers of three, four and five star Hotels in North Cyprus. A major constraint to this study is the dearth of empirical researches in particular reference to the overall culture of an organization and it employee's career satisfaction in North Cyprus.

This thesis also highlight the significance of organizational culture as a tool to achieve organizational employee's career satisfaction and as a potent means to stimulate the employees in terms of their general job performance while stemming the tide against the organization employee's turnover intention rate. To achieve this, the thesis will be divided as follows:

Chapter 1 is introductory part. Chapter 2 explains the review of literate of the concept of organizational culture relates to career satisfaction and work outcomes and how career satisfaction relates to work outcome. Chapter 3 contains an overview of North Cyprus hospitality sector. In Chapter 4, Data and methodology are described. Chapter 5 presents empirical analysis and results and in Chapter 6 is the conclusion and recommendations.

Chapter 2

THEORITICAL BACKGROUND AND HYPOTHESES

2.1 Organizational Culture, Career Satisfaction and Work Outcomes

These days, the hospitality industry seems to grappling with enormous problems. In this regard the manner in which they structure their environment and strengthen their organizational culture helps in enhancing their organizational performance and reversing the turnover intention rate among their employees.

Past studies are bound about the association that exist between the organizational culture and employee's job performance and its significances regarding the employee perception of their organization and extent to which the organizational culture positively impacts the working environment (O' Reilly, 1989). According to (Odom, Boxx, & Dunn, 1990) provided evidences that suggest that the organizational culture in an organization essential as it relates to overall relationship and the sum total of the processes and interrelationship between the organization and its employees in 3, 4 and 5 start Hotels in North Cyprus. A vast pool of empirical literature shows that when there exist a fit in an employee-organization relationship, its influences its employee's productivity and turnover intentions (Rousseau & Parxs, 1992; Ryan & Schmit, 1996). Thus, a well-established and highly motivated organization possess the ability for an effective management of it organizational culture (Kanter, 1989; Peters & Waterman, 1982) and their employees' perception in term of their turn over intentions (Ferris, Youngblood, & Yates, 1985; Organ, 1988). According to Wallach

(1983), organizational culture can be broadly categorised into three kinds: the bureaucratic, innovative and supportive organizational culture.

2.2 Conceptual Model

2.2.1 Organizational Culture

The bureaucratic dimension is hierarchical in nature, procedural and structured by its nature. It is often referred to as hierarchical, compartmentalized, organized, systematic, and has clear lines of responsibility and authority (Wallach, 1983, p. 32). The Innovative dimension to organizational culture is regarded as are thrilling and characterize by continuous change (Wallach, 1983, p. 33). The innovative dimension of organizational culture is concerned with establishing a result-driven, productive and resourceful working environment. Wallch (1983) maintained that when a fit exist between an organizational culture and the employee's welfare in terms of their wants, a positive impact is recorded on their career performance and their turnover intention art are grossly reduced.

A supportive dimension of organizational culture implies building an employee-driven, trust centred and a mutually beneficial working atmosphere and job environment. This is indicated by the trust, social, equal open and positive association driven and cooperative oriented environment (Wallach, 1983, p. 33). Hence, given a fit in the organizational culture and the employees' wants, the organization employee developed a positive sense of belonging and feeling of responsibility to their organization. Organizational culture plays a valuable role in selecting, recruiting and retaining valuable employees (Yiing, & Bin Ahmad, 2009).

Past empirical researches has shown a positive relationship between organizational commitment and job performance (Deal & Kennedy, 1982; Lok & Crawford, 2001; Peters & Waterman, 1982). There is also a direct and positive influence between organizational culture and the employee's job satisfaction (Johnson & McIntyre, 1998; Lok & Crawford, 1999; Lund, 2003; Silverthorne, 2004) with the employees' intentions to quit (Egan, Yang, & Bartlett, 2004; Mac Intosh & Doherty, 2005; Sheridan, 1992).

2.2.2 Career Satisfaction

According to Nabi (1999), and Greenhaus et al., (1990) employee satisfaction in terms of their career is an important and essential predicting factor of their career success. (Kong et al., 2012, p. 77) defined career satisfaction as broadly in terms of the intrinsic and extrinsic values in an organization which includes such factors as pay terms, progress and development opportunities opened to an employee.

The extent of motivation of the employee also has a significant effect on their career satisfaction. This is determined by such incentives as pay terms, opportunities for career progress and development as well as the ability to achieve career goals (Greenhauset al., 1990). Thus an employee general view about his career progress is an indication of the extent of their perception of their career accomplishments and successes. Furthermore, career satisfaction is linked in a subjective way to an employee's career success (Aryee & Luk, 1996) to the extent that the employee perceives that their career progress matches their aspirations and goals (Erdogan et al., 2004; Heslin, 2003; Seibert & Kraimer, 2001).

In an empirical research by Greenhaus et al.(1990), there is positive relationship between career satisfaction and job performance and a direct significant relationship was found to exit between an employee satisfaction regarding their career and intention to quit (Igbaria ,1991). Past empirical study also indicates that the employees' satisfaction in terms of their career is a determinant of their commitment to their organization (Igbara, Greenhaus & Parasuraman, 1991). Organizational employees do have career needs and wants which they seek to achieve and this in turn often dominate their career decisions and behaviour. Thus, if the organizational employees' wants are satisfied they become committed to their organization (Kristof, 1996) and hence satisfied with their career decision. The implication of these is that employees demonstrate their satisfaction to their career by high performance, low turnover intentions and more commitment to their organization.

The fit of employees and their organization has been defined by Kristof. (1996) as a compatible relationship that exist between (1) the employee and their organization which arise either when the employee's needs are provided for (2) or when the employees and their organization share same view about their organizational culture. This implies that the employee's satisfaction in terms of their career is the product-result of close relationship between the employee and their organization. The result is a fit between the organization and their employee is increase likelihood of lower rate of turnover intention and increase work performance in the organization. Thus, an employee that regards his or her working environment as conducive is most surely to feel a deep sense of career satisfaction. When a misfit exit between the frontline employees' job performance and their organizational culture, there is the tendency that their work performance level will dwindle. This may lead to the intention to quit.

2.2.3 Turnover Intention

Botlander and Snell (2009, 93) believe that employee turnover is the movement of employee out of the organization. This could have a negative impact on the organization and individual because it lower productivity, caused breakdown in the systematic way, incurs higher cost and result in loss technical knowhow. Egan at al (2004), Wright and Bonett (2007) believe that the career/ job satisfaction has a positive link with turnover intention. The further stressed that the psychological state and the job satisfaction of the employee is a major determine of turnover intention.

2.2.4 Job Performance

Kane and Lawler (1976) proposed that job performance is the record of the outcome when employees have practiced a job over time. According to Schermerhorn (1989), job performance is the quality and quantity accomplished by person or persons after fulfilling a task. Over time, measurements of employees' job performance could be a criterion for promotions, wage adjustments, rewards, punishments and evaluations. From the objectives, the following hypotheses were developed:

2.3 The Hypotheses Below are Stated in Line With Our Research Objective:

H1a: Organizational Culture: Bureaucratic organizational culture is correlated in a positive way to the organizational employees' career satisfaction.

H1b: Organizational Culture: Innovative organizational culture is correlated in a positive way to the organizational employees' career satisfaction.

H1c: Organizational Culture: Supportive organizational culture is correlated in a positive way to the organizational employee's career satisfaction.

H2a: Organizational culture: Bureaucratic organizational culture has a direct association with employee job performance.

H2b: Organizational culture: Innovative organizational culture has a direct association with employee job performance.

H2c: Organizational culture: Supportive organizational culture has a direct association with employee job performance.

H3a: Organizational culture: Bureaucratic organizational culture has a direct negative association with their intention to quit.

H3b: Organizational culture: Innovative organizational culture has a direct negative association with their Intention to quit.

H3c: Organizational culture: Supportive organizational culture has a negative direct association with their intention to quit.

H4a: Career satisfaction significantly impacts positively to the job performance of the employee's in the frontline of their organization.

H4b: Career satisfaction significantly impacts negatively to intention to quit of the employee's in the frontline of their organization.

Conceptual Model

The hotel employees have boundary-spanning roles; the employee's primary objective is to spend their time with guests. For this reason, organizational cultures which influence their behaviours are very crucial on job performance as well as o turnover or vice versa. Therefore, the culture and influences of the carrier satisfaction may have an impact on some of behaviour and attitudes of frontline employees (cf. Bettencourt & Brown, 2003; Hartline & Ferrell, 1996). With this realization, examining what may influence front line employees' carrier satisfaction subject to organizational culture framework is one of the relationship needs evidence. Possible carrier satisfaction also may have impacts on turnover intention and job performance. Against this backdrop, the current study test such a research model depicted in Fig. 1.

Figure 1: Conceptual Model

Chapter 3

TOURISM TRENDS IN NORTH CYPRUS

3.1 General Background of TRNC

3.1.1 Brief Overview of TRNC[1]

Turkish Republic of Northern Cyprus is a place with historical, natural, spiritual and peaceful environment for people of North Cyprus and it offers a favourable and spiritual holiday for international people any season of the year so it has been an ideal place for holidays seekers and tourists. Tourism plays an important role in the economy of North Cyprus due to its ideal location and its ancient history which contains many political histories.

North Cyprus is located at the intersection of Europe, Middle East, Asia and Africa. It is close to countries such as South Cyprus, Turkey, Lebanon, Syria, Greece, Egypt and Palestine. North Cyprus is a green island which has unique beaches, mountains and plains with its natural beauties and unique treasures. There are four main cities in North Cyprus, the capital is Lefkosa (Nicosia), Guzelyurt (Morphou) where factories, companies, industries are located, Gazimagosa (Famagusta) is located at the Eastern coast of the island with resort and historical towns, and the city of Girne (Kyrenia) on the Northern coast with tourist attractions.

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[1] http://www.northcyprusonline.com/

The population in North Cyprus is approximately 200,587 inhabitants. About 50% of the Turkish Cypriots live in the cities and the other 50% in the countryside. The percentage of literacy among of the adult population is almost 99%. The population number in the capital city (Nicosia) is about 39,176, in Famagusta is about 27,637, in Kyreniais is about 14,205, in Guzelyurtis is about 12,865, in Lefka is about 6,490 and in YeniIskeleis is around 2,814.

Turkish is the most widely and official spoken language of Northern Cyprus, however many Cypriots can speak English due to the interaction with tourists who come to the island especially in the resort city of Kyrenia, besides that many of Cypriots have relatives who reside in England; furthermore English language are taught in most of the Cypriot schools.

Islam is the main religion of the people of North Cyprus. The percentage of Muslim is estimated to be about 98% and they are considered as Sunni Muslim. A little percentage of the other non-Muslims including foreigners from Europe or other countries are mostly from Roman Catholic.

In Cyprus there are many good restaurants, cafes, clubs and resorts and there are some famous meals such as Kebab, stuffed vegetables and other delicacies. Furthermore, Northern Cyprus has a mixture to Western and Eastern culture. It has ancient monuments and places that date back to 11 thousand years and more before civilization and its history makes the island extremely wonderful. Tourism is an important sector which has a positive contribution to the growth of the economy and a real indicator of its development. Northern Cyprus offers a wide

range in the tourism sector such as 4 and 5 star luxury hotels and modern accommodation with beautiful beaches. The sun appears on the island about 300 days of a year; North Cyprus also offers special tourism products like golfing, turtle watching, diving, historical sites, nature, eco/agro-tourism, walks to endemics, traditional village fests.[2]

3.1.2 The Case of North Cyprus

Tourism industry in North Cyprus is a sensitive sector to the political instability on the island which has caused many political problems between Greek Cypriots and Turkish. Political unrest has a direct impact on the country's development. Northern Cyprus (or North Cyprus), officially the Turkish Republic of Northern Cyprus (TRNC; Kuzey Kıbrıs Türk Cumhuriyeti), includes the North Eastern part of the island of Cyprus which is only recognized only by Turkey, but it recognized by the international community as occupied territory of the Republic of Cyprus. Turkish army is ruling the major force in Northern Cyprus beside the supported and approved by the TRNC government, which the Republic of north Cyprus and that recognized as an illegal occupation force, therefore the presence of United Nations in the North is necessary to keep the island in peace and security.

In 1985, the Turkish republic of North Cyprus (TRNC) which also called North Cyprus had its constitution that ensured it as an independent secular republic based on the concepts of social justice along with the rule of law. Its political construction can be moulded inside a platform of the semi- presidential adviser democratic form, in which the president is the chief of the nation and the prime minster, is the top of the government, as well as of a multi- party program .this political construction is

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[2] http://www.northcyprus.net/north-cyprus.php

made up of three independent authorities: executive, legislative and judicial. The executive (a council of ministers composed of prime minister and 10 ministers), legislative (Legislative Assembly, composed of 50 deputies) and judicial (independent courts) bodies elected or appointed.[3]

Since the long the history of the Mediterranean island of Cyprus has suffered with, violence, wars, civil strife and foreign domination. In 1950s, and when Britain colony was there, Cyprus has been in fight between its two main ethnic/religious populations the Greek Cypriots and Turkish Cypriots. Many treaties have given to make independence on the island, but everything breakdown of that legitimate structure, and the interfering by the Greek and Turkish "motherlands" and the other major powers, a Greek revolution and the Turkish invasion in North Cyprus which caused division of the island as it is today, therefore, The event of 1974 has divided the island of Cyprus into two sectors, the Turkish Cypriots has stayed North, Greek Cypriots in South and nothing has achieved seriously due to its lack of recognition.

Northern Cyprus is heavily dependent on Turkey for economic, political and military support with no recognition internationally; many attempts for negotiations to reach a conclusion.[4]

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[3] http://en.wikipedia.org/wiki/Politics_of_Northern_Cyprus
[4] http://www.cyprus-conflict.net/intro%20page.html

3.2 Northern Cyprus Today

3.2.1 Economy

In North Cyprus, the public sector actually dominated the economy which constitutes about 78.7% of GDP (2010) through transportation, communication, business, trade, tourism, public services, personal services, financial institutions, import duties and ownership of dwellings. Also light manufacturing and construction contribute about 9.8% of GDP (2010) and agriculture is about 5.9% (2010). As a result of the international condition and the siege on its ports, its economy runs on the free – market rule and exports from North Cyprus to EU countries are quite low while to Turkey and Middle East countries are high. The export rates increased and became about 54.1% of total exports in 2009 and 46.4% of total exports in 2010. Citrus and milk productions are the main export goods of North Cyprus and these goods can just be exported to EU countries through Turkish ports that raise the procedures in North Cyprus. On the other hand, the import in 2010 has increased by 30% from 2009 to 2010. Turkey is the biggest import partner of North Cyprus. The statistical data shows that about 70% of the imports and 60% of exports were from Turkey.[5]

So far, North Cyprus gets aids from Turkey and European Union. To encourage the economic development of the Turkish Cypriot community in the Northern part of Cyprus, the council selected a system establishing a financial support tool.[6]

Although North Cyprus comforts a dilemma due to the lack of recognition on the international political sphere, the economic indicator has been increasing to a significant level. This increase can be explained according to the stability of the

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[5]Ministry of Economy and Energy, TRNC, State Palnning Organization Economic Plannig Department, 2012.
[6]http://ue.eu.int/ueDocs/cms_Data/docs/pressData/en/misc/88527.pdf

currency –Turkish Lira- and the positive impacts of the educational level in TRNC, for instance the nominal GDP of North Cyprus has increased from 2001 to 2005 by 5.4%, 6.9%, 11.4%, 15.4% and 10.6%, in addition the real GDP growth rate was estimated at 2%.[7]

The agriculture and trade are one of the most significant economic sources that the North Cyprus depends on. In addition, there are two sources which play a dynamic role in the contribution of the economic aspect they are the higher education and the international tourism. The aid packages on an annual source and through foreign exchange earnings created the international tourism and the higher education sector. The distinctive location of North Cyprus made it an admirable place for different nationalities all over the world. Furthermore, there are several high educational universities in North Cyprus that were able to attract thousands of the international students who indirectly play a large role in improving the economic field that provides many opportunities for job creation and enhances employment in the main sectors of the economy. More than 40, 000 international students come to study at universities in the TRNC every year, especially since the 1990s. It seems that the higher education sector will continue to develop and contribute further to the TRNC economy in the coming years despite political non-recognition and the Cyprus problem. The political circumstances are the reason for the trade restrictions; nevertheless create some sort of relatively distorted pattern of improvement, whereas the foreign investment and financial sector expansion are obstructed by the unresolved property rights. Reforms in public accounting are underway.

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[7]http://www.devplan.org/Frame-eng.html

Critical priorities are to reduce the financial deficit; reform societal security; and also turn the resources towards the investment expenses, therefore reducing the bottlenecks on development (Sagsam & Yildiz, 2010).

3.2.2. Development in the Tourism Sector of the Economy [5]
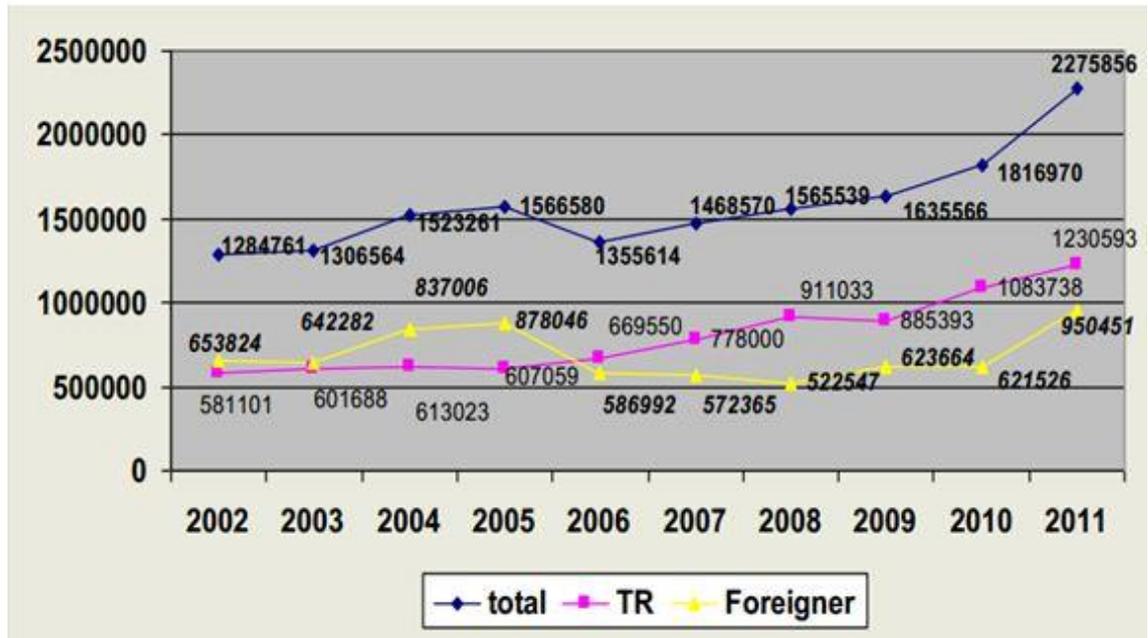
Figure 2: The Tourism Sector: Total Number of Bed nights.

Figure. 2 shows the general number of Bed nights in TRNC. It has increased from 1,284,761 in 2002 to 1,816,970 in 2011, showing 41.42%. However, there was one recession period, which was mainly caused by declines in Foreigners' comings from the middle of 2004 till the middle of 2005. The small decrease of the middle-2008th of TR citizens had no influence on the total curve as well as outage period from 2002 till the middle of 2004.

Ibid [5] Ministry of Economy and Energy, TRNC, State Palnning Organization Economic Plannig Dec, 2012.
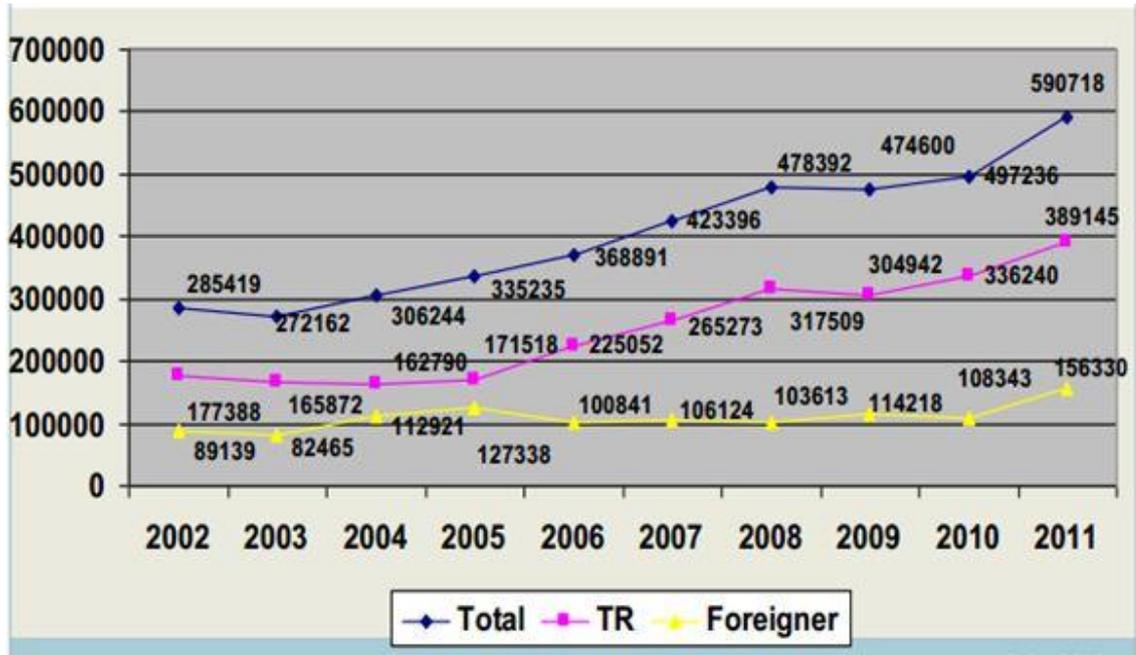
Figure 3: The Number of Tourists in Tourist Accommodation Establishment.

As we can see from the graph, generally there is a positive trend in tourist accommodation establishments. In spite of slight declining periods that took place in 2002, 2003 and in 2008 years among TR citizens and in 2005-2006 years among Foreigners, and 'standby years' of 2007-2008 among Foreigners as well, the total number of tourists in Tourist Accommodation Establishments is getting bigger and bigger and composed 590718 in 2011. In comparison with 2002, it has doubled (has grown by 206. 97%).
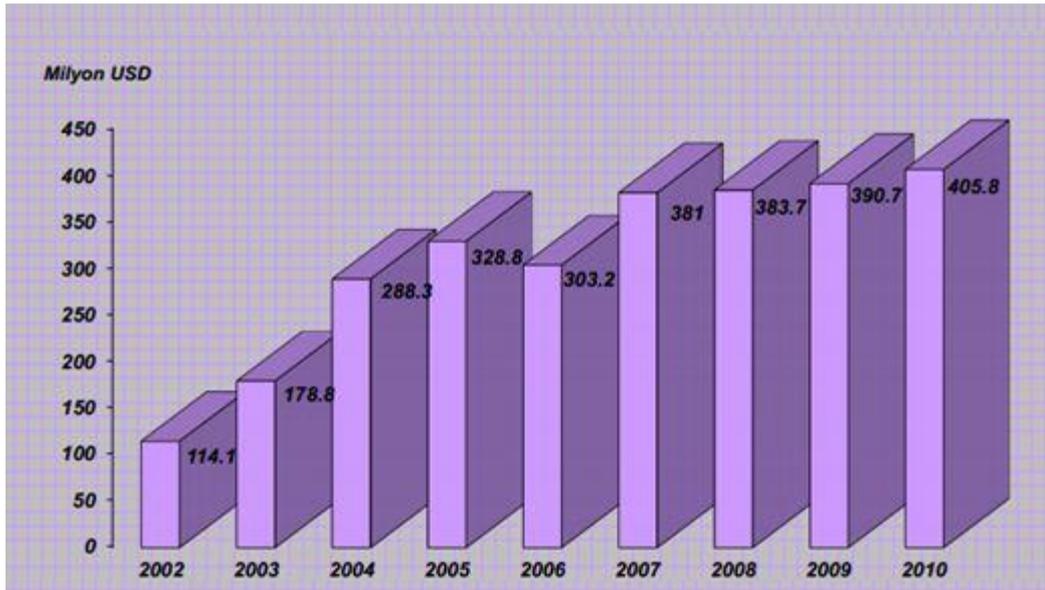
Figure 4: Net Tourists Income.

As we can see from the graph, generally there is a positive trend in tourist accommodation establishments.

3.3 TRNC Cultural Tourism [9]

Today, tourism is becoming the gateway to the global world, where culture and heritage is a significant part of the tourism. Cyprus is known as a centre of attraction during all periods of its existence, and it has its base, since this island was a settlement land of many civilizations. It follows that its modern culture is a symbiosis of several ethnics.

Cypriots are very proud of their cultural heritage, which stretches back more than 9000 years. Cypriot culture is reflected in many aspects such as handicrafts that date back countless generations, as you travel around Cyprus you will see Lefkara embroidery and lace, Carpet weaving, Wicker basket, pottery, silver and copperware. Folk dancing is one of the best known traditions that are considered as a symbol of their national identity, culture and history.

The traditions of Cypriot culture can be shown in their festivals and ceremonies such as wedding ceremonies, birth, children starting school, feast days, etc. Family life for Turkish Cypriots is very important that they are highly sociable so most of their free time is spent at weddings, family gathering and barbeque. Another important characteristic of the Turkish Cypriots is their cuisine and as we know the culture of a place is reflected in its kitchen, the Cypriot food is unique as its people.

Ibid[9] http://www.northcyprus.net and
http://web.archive.org/web/20060715100802/http://www.holidayinnorthcyprus.com/aboutnc.jsp

In every step of its life, it is likely to come across with the traces of history. Venetian, Lusignan, Byzantine, Ottoman and British traces, and many more. North Cyprus shares the heritage of this history with the world citizens. The cathedrals where kings wore crowns, dervish cottages, the castles with their whole magnificence, Venetian walls surround cities Lefkoşa and Gazimağusa in North Cyprus, monasteries devoted to saints, tombs, and neighborhoods with social housing, are still being visited. Here are some main historical attractions like: 11 bastions and 3 entrance doors in Nicosia. The castle in Kyrenia includes Open air Museum, Othello's Tower and Citade in Famagusta (Gazimağusa), Panagia Orthodox Church and St. James Church in İskele.

3.3.1 Transportation [10]

The transport network in terms of bus between cities is not well developed. There are many places to explore; therefore many people choose to rent a car during their visit and holidays. Within city boundaries there are plenty of shuttle buses or school buses. Roads are comfortable to use. A good, inexpensive network of buses and mini-buses operates between all the main towns, in addition there are Dolmus (shared taxis) operating on the same routes. Taxis are widely available but do not carry a meter, however, there are standard journeys. Obviously, transportation and communication sector forms one of the most important basic infrastructures of the economic and social development. This sector provides external economy to other sectors, especially to tourism sector.

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[10]http://www.cypnet.com/north_cyprus_about_cyprus_transportation.php

Traditionally, transportation and communication sector covers public highways, airways, maritime lines transportation and telecommunication services, mail services, radio-television services.

There are four designated sea-ports in Northern Cyprus. Famagusta, the principal sea port is also important for cargo transportation. The port has 1,280 meters of quays with drought ranging from 6.7 meters to 11 meters. Some 555,000 sq meters of the outer harbor have been turned into an industrial free trade zone.

Kyrenia port is important for tourist and passenger traffic into and outside the island. A new ferry port has been constructed in Kyrenia with a drought of 8 meters.

Recently, there is very fast improving in Telecommunication services in. The Telecommunication Authority delivers public network, telex, fax and telegram transmission services. There are also two private companies, which established GSM-Mobile telephone system in TRNC, one called KKTCELL and the second is KKTC-Telsim. Presently there are almost 90,000 telephones subscribes and 128,647 cellular phones subscribers. TRNC is heavily dependent on Turkish military and economic support because of its status and especially due to the trade embargo imposed against it by the southern Republic of Cyprus.

All TRNC exports and imports have to take place through Turkey, likewise for its communication links. International telephone calls are routed via a Turkish dialing code, +90 392, on the Internet TRNC is under the Turkish second-level domain (nc.tr) and mail must be addressed via Mersin 10, TURKEY as the Universal Postal Union refuses to recognize the TRNC as a separate entity.

Direct flights to TRNC are forbidden by *the Republic of Cyprus* government in the south. The airports of Geçitkale (Greek: Lefkoniko) and Ercan (Greek: Tymbou) are only recognized as legal ports of entry by Azerbaijan and Turkey, so all flights to TRNC must currently be routed via those countries.

Anyone who has a TRNC immigration stamp may be refused entry by the Republic of south Cyprus, although after the accession of the Republic of Cyprus to the EU such restrictions have been eased following confidence-building measures between Athens and Ankara and the partial opening of the UN controlled line by the North Cypriot authorities. The Republic of Cyprus also allows passage across the Green Line from the part of Nicosia (Lefkosha) that it controls (as well as a few other selected crossing points), since the TRNC does not require a visa or leave entry stamps for such visits.

3.3.2 Social Development

In 2010, the International Crisis Group estimated that the total population of Northern Cyprus was 300,000, perhaps half of which were either born in Turkey or are children of such settlers. One source claims that the population in the North has reached 500,000, split between 50% Turkish Cypriots and 50% Turkish settlers or Cypriot-born children of such settlers.

A census performed in December 2011 has been disputed by political parties, labour unions and local newspapers. The government has been accused of deceit and for deliberately under-counting the population at 294,906. It has also been accused of giving an estimate of 700,000 before the census, in order to demand financial help from Turkey. Northern Cyprus is almost entirely Turkish speaking; however English is widely spoken as a second language.[11]

You will find about 644 Greek Cypriot residing in Rizokarpaso (Dipkarpaz) and also 364 Maronites inside Kormakitis. The Turkish Cypriot government has controlled the Greek Cypriot in Rizokarpose who living in Northern Cyprus despite the hostilities in 1974, whereas Greek Cypriot government has controlled the other Greek Cypriots who escaped to the south, that after August 1975 in which the United Nation sponsored the Population Exchange Agreement between Turkish and Greek Cypriots. Therefore, Rizokarpaso is considered the home of the greatest Greek-speaking people in the North. So far, the UN provides the Greek Cypriots residents, so we can find some of Greek- Cypriots goods in some markets.[12]

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[11]http://www.crisisgroup.org/en/regions/europe/turkey-cyprus/cyprus/210-cyprus-bridging-the-property-divide.aspx
[12]http://www.cyprusdirectory.net/explore-cyprus/cyprus-demographics

Northern Cyprus has nine universities, all established since 1974, combine 5000 university students from 90 countries , they are University of Mediterranean Karpasia, University of Kyrenia, Near East University, European University of Lefke, Middle East Technical University, Eastern Mediterranean university (EMU) and other universities are internationally recognized. EMU has about 15,000 students representing 68 nationalities and more than 1000 faculty members from 35 countries.[13] The educational sector is a major source of employment and economic activity, which makes the sector a major contributor to the economic growth of the economy.

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[13]http://www.kibrispostasi.com/index.php/cat/91/news/101646/PageName/EGITIM and
http://www.kibrispostasi.com/index.php/cat/69/news/103445/PageName/GUZELYURT

Chapter 4

THE RESEARCH METHOD

4. 1 Methodology

This thesis seeks to undertake a sampling of frontline employees in some selected hotels in the North Cyprus on the basis of judgemental sampling. The judgemental sampling technique implies a sampling from a given population of interest such that any judgemental error from such sampling is rebalanced in one way or the other (Judd, 1991).

Based on data obtained from frontline employees in TRNCs' hotels, the hypothesized relationships were examined using SPSS 21 via structural equation modelling.

4.1.1 Setting and Sample

The data gathered from a sample of frontline employees where mostly located in the two major cities of Famagusta and Kyrenia (March, 2013). These regions are the well-known tourist destinations in North Cyprus. Judgmental sampling method was stratified.

Based on the statistic of the North Cyprus hotel IERS Association. There are 31 hotels (not included 1 star hotel and 2 star hotel) 11 hotels ranked as three star hotels,

6 hotels ranked as four star hotels, and 14 hotels ranked as five star hotels in Northern Cyprus.[14]

Presently, the overall number of frontline employees in these hotels was about 940, in accordance with the data collected from the managements of the hotels (Karatepe, 2013) to be able to get permission for data gathering, the questionnaires have been individually communicated the managements of all 3, 4 and 5-star hotels in the research position. Without giving a reason, the management of some hotels rejected to give the research permission. Overall, the total number of questionnaire done was 412 out of the 460 where were personally handed out to frontline employees in Northern Cyprus hotels. All frontline employees (e.g., public relations, bell attendants, beverage servers, accountants, cleaners, front desk agents and food servers) had boundary-spanning roles and spent most of their time transacting with a large diversity of customers' needs and requests. Participants were given a guarantee of privacy. Respondents were asked to fill in the questionnaires in a self-administered way. After the questionnaires were collected from the respondents, 30 of the respondents were not answered, while 18 had missing data in them.

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[14] http://www.northcyprus.net/statics.php

4.1.2 Measures

The questionnaire at the beginning was prepared in English and then translated into Turkish by using back-translation method (McGorry, 2000). The Business Administration department issued a letter to the hotel managers in TRNC, asking them to support the research by providing the information needed to conduct and facilitate my study.

The measures were also impartial to cronbah alpha and Pearson product-moment correlation analyses via SPSS 21 to grant support for the cases of internal consistency and discriminate validity. Moreover, the correlation matrix used as a source in path analysis. The hypothesized relationships are appeared in Fig. 3 and have measured using AMOS via path analysis (Joreskog & Sorbom, 1996).

Our questionnaire is designed to reflect the organizational culture, the employees' career satisfaction, employee job performance and the employees' intention to quit. Arrays of demographical variables are also captured in the study questionnaire. This ranges from such variables as the employee's age, gender, education, experience, marital status and their organizational positions.

This thesis adopts a five point scale in the evaluation of our sample demographical variables as age and education. We adopt a two way representation for the gender variable that is 1 for the male gender and 2 for the female gender.

This thesis adopts a measuring technique utilized by Greenhaus (1991) which has been established for its reliability in order to evaluate the study variables. Hence, a count of five variables were extracted from Greenhaus (1991) to evaluate career

satisfaction while Babin & Boles (1996) to evaluate JP. These items were scored on a five-point Likert-type scale (1 = strongly disagree to 5 = strongly agree). A proxy variable for organizational culture was extracted from the seminal research of Wallach. We adopt a scale of 24 points covering the whole dimension of organizational culture and a range of 8 items denotes the specific type. 3 items were attributed to Singh, J., Verbeke, W. and Rhoads, G. K. (1996) to evaluate intention to quit by using five points scale. The study population was carefully chosen to indicate the extent that the specific factor listed applied to their organization. We adopt a likert scale of 4 such that the anticipated response ranges from 0 to 3 where in 0 implies – doesn't describe the respondent organization and 3 implies apply affirmatively to the respondent. Finally, we will be utilizing AMOS technique to analyse the outcome of our results.

Chapter 5

EMPRICAL REUSLTS

5.1 Demographic Variables

Table 1: Demographic breakdown of the sample (n=412)

Demographic	Total	Percentage (100%)
Gender		
Men	203	49.30%
Women	209	50.70%
Age		
18-27 years	123	29.98%
28-37 years	177	42.96%
38-47 years	87	21.11%
48-57 years	23	5.58%
58 and more	2	0.48%
Education		
Primary School	35	8.50%
Secondary & High School	156	37.90%
Vocational School- 2 years program	95	23.10%
University degree	98	23.80%
Master or PhD. degree	28	6.80%
Experience		
Under 1 year	104	25.20%
1-5 years	140	34.00%
6-10 years	94	22.80%
11-15 years	51	12.40%
16-20 years	19	4.60%
21 years and more	4	1.00%
Marital Stratus		
Single	186	45.14%
Married	193	46.84%
Divorced	33	8.00%
Position		
Employees	384	93.00%
Supervisors	28	7.00%

Table 1 shows the demographic distribution of the variable collected in the questionnaire. According to the findings, the demography includes five different parts which are Gender, Age, Education, Work Experience, Marital Status and Position.

5.1.1 Sample

From the Table 1 we can see that by Gender the numbers of respondents are distributed almost equally (49.3 %) are male and (50.7 %) are female.

The respondent from the age group that is ranked from 28 till 37 is much more common to meet, and all together they compose 177 persons, or (43%). The percentage of people in the group between 18 and 27 equals to (29.9 %). There are (5.6%) people from the 38-47 years old age group in the total amount of those asked respondents. And the last group of people, ranked from 58 and more, yields just (0.5 %) of the overall number of respondents.

Analysing the second parameter, which is Education, we can come to the following conclusion: the overwhelming majority of respondents have finished Secondary & High School and this is about 156 people, or (37.9 %).

Next, people who have come through the Vocational School (tow-year program) and received the University degree, have more or less the identical figures, which are 23.1 and 23.8 correspondently. Employees with Primary education, make up about (8.5%). The least group is represented by employees who have Master or PhD degree; they are just (6.8%).

Gathered data about their Experience says us that the overwhelming amount of employees have from 1 till 5 years of experience while being hotels' workers, they are 140 persons or (34%). Less figures stand for those who are almost inexperienced and have been working there for less than 1 year – they are (27.7 %) or 114. Employees with the work experience of 6-10 years compose (22.8%) of the total percentage. 'Experts of their business', who have 11-15 years of work experience, consisted of (12.4%), and 16-20 years – (4.6%) Moreover, 4 respondents, or (1%), have been working at hotels for 21 and even more years.

What about Marital Status, we can find between employees approximately the same amount of single and married – they are (45.1%) and (46.8%) correspondingly. There are 33 divorced respondents, which have (8%) of the overall amount.

Speaking about Position, the overwhelming amount is obviously represented by usual employees, who are 384 people, or (93%) and (7%) is occupied by managers and supervisors.

Table 2: Scale items, reliabilities, and confirmatory factor analysis results

Scale items	Standardized loadings	à
Organizational Culture (OC-1)		
4. Procedural	,719	,77
3. Hierarchical	,747	
Organizational Culture (OC-2)		
8. Encouraging	779	,78
19. Enterprising	,708	
6. Results-oriented	,658	
18. Challenging	,657	
7. Creative	,750	
Organizational Culture (OC-3)		
16. Equitable	,698	,70
17. Safe	,695	
2. Collaborative	,693	
15. Personal freedom	,658	
5. Relationships-oriented	,658	
1. Risk-taking	,652	
9. Sociable	,541	
Career Satisfaction (CSAT)		
2. I am satisfied with the progress I have made toward meeting my overall career goals.	,818	,74
4. I am satisfied with the progress I have made toward meeting my goals for advancement.	,813	
1. I am satisfied with the success I have achieved in my career.	,797	
5. I am satisfied with the progress I have made toward meeting my goals for the development of new skills.	,758	
3. I am satisfied with the progress I have made toward meeting my goals for income.	,559	
Job Performance (JP)		
2. I am in the top 10 percent of frontline employees here.	,875	,80
1. I am a top performer.	,849	
3. I get along better with customers than do others.	,827	
Intention to Quit (INTQ)		
7. I often think about quitting.	,874	,81
8. I will probably look for a new job next year.	,860	
6. It is likely that I will actively look for a new job next year.	,826	

x^2 = 2.488, df=2
GFI =,998; AGFI =,979
NFI =,989
CFI=,998; RMSEA=.024
RMR =.015

Notes: Each item is measured on five-point scales. All loadings are significant at the 0.01 or better. All coefficient a's are deemed acceptable, since they have exceeded the cut-off value of 0.70 as recommended by Nunnally (1978). GFI, goodness of fit index; AGFI, adjusted goodness of fit index; NFI, normed fit index; CFI, comparative fit index; RMSEA, root mean square error of approximation; RMR, root mean square residual.

5.2 Psychometric Properties of the Measures

All measures were subjected to confirmatory factor analysis to provide support for the issues of dimensionality, convergent, and discriminate validity. 10 items of Organizational culture section were deleted due to low standardized loadings which are less than 0.50. Table 2 reveals that the results of the confirmatory factor analysis demonstrated relatively a realistic fit of the six-factor model to the data on the basis of a number of fit statistics (x^2= 2.488:48, df = 2; GFI = ,998; AGFI = ,979; NFI = ,989; CFI = ,998; RMSEA = .024; RMR = .015). As resulted in Table 2, the magnitudes of the standardized loadings ranged from, 541 to, 875. The majority of the items had standardized loadings greater than 0.60. Model fit statistics as well as the magnitudes of the standardized loadings provided support for convergent validity (Anderson & Gerbing, 1988). As also depicted in Table 3, all reliability estimates were greater than the cut-off value of 0.70 as argued by Nunnally. (1978).

Table 3: Correlations, Means, and Standard Deviations of composite measures of model constructs and control variables.

Variables	JP	CSAT	INTQ	OC1	OC2	OC3
Job Performance	1					
Career Satisfaction	.232**	1				
Intention to Quit	-.350**	-.030	1			
Bureaucratic OC	.004	.128**	-.100*	1		
Innovative OC	.082	.026	-.171**	.271**	1	
Supportive OC	-.112*	.309**	-.034	-.302**	.154**	1
Mean	2.0150	2.0738	1.9648	3.1524	3.1481	3.0963
Standard deviation	.58353	.63045	.61945	1.0605	.82934	1.0109

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.05 level (2-tailed).

5.3 Correlations and Analysis Results

Table 3 shows that all correlations among study variables are significant. Composite scores for each construct were calculated by averaging scores across items representing that construct. Table 3 demonstrates the lowest and highest correlation result among the variables which has a significant relationship. The lowest correlation result was significant by (.100) which is between bureaucratic organizational culture and intention to quit. The highest correlation result that has a significant relationship is (-.350) which happens between intention to quit and job performance. None of the correlation coefficients was equal to and/or higher than 0.90, providing further evidence for discriminate validity (Tabachnick & Fidell, 1996). Means and Standard deviations of the composite scores are shown in Table 3.

Table 4: Model test results

Control variables and hypothesized relationships	Standardized of parameter estimates	C.R.	SE.	Supported/ Not supported
H1a: Cult1 →CSAT	48	0.093	.054	.366 NS
H1b: Cult2 →CSAT	0.035	-0.66	.052	.503 NS
H1c: Cult3 →CSAT	0.318	6.08	.052	*** Supported
R^2 : .10				
H2a: Cult1 →JP	0.004	0.087	.042	.931 NS
H2b: Cult2 →JP	0.09	2.191	.041	.028 Supported
H2c: Cult3 →JP	-180	4.304	.043	*** Supported
R^2 : .35				
H3a: Cult1 →INTQ	-0.08	-1.513	-0.53	-.130 NS
H3b: Cult2 →INTQ	-0.165	-3.248	-.051	-.001 Supported
H3c: Cult3 → INTQ	-0.098	-1.901	-.054	-.067 NS
R^2 : .12				
H4a: CSAT → JP	0.235	6.037	.093	*** Supported
H4b: CSAT → INTQ	-0.44	-0.909	-.048	-.363 NS

Where * indicates 1% level of significance, ** indicates 5% level of significance and *** indicate 10% level of significance.

5.4 Path Analysis Results

Path analysis results aims to examine the hypothesized relationships between the cultural dimensions (representing organizational culture), and career satisfaction with job performance and turnover attention, (Fig. 4). The data were also analysed using path analysis, a structural equation modelling technique (SEM; AMOS). This procedure made us estimate for causal relations among variables.

The hypothesized relationships showed in Fig. 4 were assessed using AMOS via path analysis. Based on various fit statistics, Table 4 indicates that the model fits the data (x^2 =2 .488:48, df= 2; GFI=,998; AGFI= ,979; NFI= ,989; CFI= ,998; RMSEA= .024; RMR= .015). The summing up of the path analysis results is presented in Table 4. Among the 11 hypotheses in the study, 5 were found to be correlated.

Hypothesis 1a shows that Bureaucratic organizational culture is correlated in a positive way to the organizational employee's Career Satisfaction. Path analysis signalled that the path from Bureaucratic organizational cultures to career satisfaction was not significant, therefore hypothesis 1 was rejected.

Hypothesis 1b stated that Innovative organizational culture is correlated in a positive way to the organizational employee's career satisfaction. Path analysis demonstrated a significant positive relationship does not exist between the constructs mentioned above. Hypothesis 1b was also not supported.

Path analysis also showed in hypothesis 1c that Supportive organizational culture is correlated in a positive way to the organizational employee's career satisfaction. Thus Hypothesis 1c was significant.

According to Hypothesis 2a which is stated that Innovative organizational culture has a direct association with employee job performance. Hypothesis 2a was not supported.

Hypothesis (2b) shows that Innovative organizational culture has a direct association with employee job performance. Path analysis demonstrates the significant relationship between innovative organizational culture and employee job performance with (.028).

Hypothesis 2c is supported as well which suggested that innovative organizational Culture has a direct association with employee job performance. Path analysis indicated that there is a significant positive relationship between Innovative organizational culture and job performance.

Hypothesis 3a shows that bureaucratic organizational culture has a direct negative association with employee's intention to quit. Path analysis did not demonstrate a significant relationship in this hypothesis which is between bureaucratic organizational and employees intention to quit, therefore this hypothesis was rejected.

Hypothesis 3b stated that innovative organizational culture has a direct negative association with their intention to quit. Path analysis revealed the job satisfaction

exerts significant negative impact on turnover intention. Hypothesis 3b was therefore supported by (.001).

Hypothesis 3c accentuates that supportive organizational culture has a negative direct association with their intention to quit. Path analysis did not support the negative relationship that happens between the two constructs.

Hypothesis 4a suggested that career satisfaction significantly impacts positively with the job performance of the employee's in the frontline of the organization. Therefore, path analysis has revealed that the supposed empirical support for the significant positive relationship between career satisfaction and job performance. Therefore Hypothesis 4a was supported.

Finally Hypothesis 4b stated that career satisfaction significantly impacts negatively with intention to quit by employee in the frontline of their organization. Path analysis shows a poor which indicates that the hypothesized relationship is not supported.

Chapter 6

CONCLUSION AND RECOMMEDNATIONS

6.1 Discussion

An extensive number of empirical studies discussed the effects of several organizational variables on job performance and intention to quit. However, little empirical studies give attention to the concept of (Bureaucratic, Innovative and Supportive organizational culture) as well as career satisfaction and the effect on job performance and intention to quit.

With this realization, this study investigated 11 hypotheses, the 5 hypothetical relationships below were supported by empirical findings of this study: (i) Supportive organizational culture is correlated in a positive way to the organizational employees' career satisfaction; (ii) Innovative organizational culture has a direct association with employee job performance; (iii) Supportive organizational culture has a direct association with employee job performance; (iv) Innovative organizational culture has a direct negative association with intention to quit; (v) Career satisfaction has significantly positive impact on frontline employees' job performance.

This study used a sample of frontline employees of 3, 4 and 5 star hotels in Northern Cyprus to test the aforementioned relationships. "The powerful, pervasive role that work culture plays in shaping organizational life lends plausibility to speculations

that cultural factors are linked with the motivation and performance levels of the employees" (Sinha, S., Singh, A. K., Gupta, N., & Dutt, R. 2004). The success of any company might depend on how match between individuals and the culture of the organization fit each other. Organizational culture is the set of operating principles that determine how people behave within the context of the company. Underlying the observable behaviours of people are the beliefs, values, and assumptions that dictate their actions (Meghabha Tla & Manjulajain, 2013).

Path analysis reveals the first significant hypothesis which argued that supportive organizational culture is correlated in a positive way to the organizational employees' career satisfaction. Similar studies have concentrated on the relationship between organizational learning culture and career success. Hence, the contribution of this study revealed in finding that performance goal orientation and organizational learning cultures are the significant forecasters for career satisfaction. The study conducted by B. Joo, (2009) provides empirical support for the relationship between organizational learning culture and career satisfaction. The findings of this study suggest that organizational learning culture will be positively related to career satisfaction. In another parallel study in Taiwan conducted by Colin Silverthorne, (2004) on organizational culture, his findings indicated that supportive culture had the highest level of employee job satisfaction and organizational commitment. These findings indicate that organizational culture plays an important role in the level of career satisfaction as a part of job satisfaction in an organization. The research tested the hypothesis that organizational culture impacts job satisfaction, but the research done in Taiwan shows involvement in an organization that has a bureaucratic organizational culture which results in the lower

level of job satisfaction indicating that bureaucratic organizations have a greater problem with maintaining employee job satisfaction than organizations that have an innovative or supportive culture.

Chun-Chang Lee, Sheng- Hsiung Huang and Chen- Yi Zhao, (2010) in their study conducted on actors affecting turnover intention of hotel employees, concluded that the hotel work environment has a significantly positive effect on job satisfaction). Apart from the variable in this study, relevant studies have also pointed out that when the work environment is well regarded, employee work attitudes are better, and thus, job satisfaction is higher and the will lower turnover (Winter and Sarros, 2002; Sell and Cleal, 2011). This study mentioned that the quality of the work environment is important to hotel employees and its effecting employee job satisfaction and the turnover intention.

A second key issue is stated that Path analysis also demonstrated that both of Innovative and Supportive organizational culture (H2b and H2c) have a direct association with employee job performance. A recent study conducted on organizational culture and its impact on employee job performance. The study found that a large number of respondents strongly agree that organizational culture has an effect on employee job performance. This study also further reveals that there is a positive relationship between organizational culture and employee job performance (Meghabha Tla & Manjulajain, 2013).

Third, according to this hypothesis which stated that Innovative organizational culture has a direct negative association with their intention to quit. Few studies in this field have specifically discussed the direct relationship between organizational

culture and intention to quit A past study was done in US hospitals among Asian nurses to measure the predictability of cultural orientation on organizational commitment, perception of practice environment and intention to leave found negative correlations between intention to leave and cultural orientation, perceptions of practice environment and organizational commitment (Ching-Yu Cheng and Shwu-RuLiou, 2010).

(Naumann, 1993) is of the opinion that Intent to leave would be most affected by work and organizational factors. A relevant study to this result shows that when there is good person organization fit it makes a powerful variable within the organization and therefore, it causes a positive impact on job satisfaction and organizational commitment and a negative impact on turnover rates (B. Joo, 2009).

Finally, path analysis indicates that career satisfaction significantly impacts positively to the frontline employees' job performance of their organization. This is consistent with prior study has done by (Karatepe, 2011) who hypothesized that career satisfaction is positively related to frontline employees' perceived organizational support and job performance. Another study examined the relationship between job satisfaction and job performance among workers couples of Malay. It proved that there is a positive correlation between career satisfaction and job performance and the increase in job satisfaction was followed by an increase in job performance and vice versa (Nasir, R., Amin, S. M., Walker, P., Strongman, L., Mukhtar, U., Siengthai, S. & O'Beirne, L, 2010). Other studies showed that job satisfaction is related to job performance (Brief & Weiss, 2002; Judge et al. 2001; Harrison et al (2006).

6.2 Policy implications

The present study examined the effects of employees' organizational culture on career satisfaction, job performance and intention to quit using data collected from frontline employees of 3, 4 and 5 star Hotels in Northern Cyprus. This empirical study will provide several useful guidelines for managerial support. In addition, several studies conducted have proved similar results and implications.

Based on this hypothesis (H1c), organizational culture has significant positive correlation with the frontline employees' career satisfaction. (Adkins & Caldwell, 2004; Johnson & McIntyre, 1998; Lund, 2003; Silverthorne, 2004) are of the opinion that organisational structure is directly correlated with job satisfaction. (B. Joo, 2009) with the reference to negative relationship between innovative culture and intention to quit, managers in the hotels should form an organization that promote positive organizational climate which includes well-defined job responsibilities and policies with flexible structure, fair and equitable rewards system as well as a supportive and friendly work atmosphere, if they want to bring innovative culture to their organization, otherwise just like in the current situation, these innovative initiatives would promote and encourage the intention to quit behaviour. Based on this, managers should reduce turnover intention and should make employee retention a part of corporate culture (Liew Chai Hong and Sharan Kaur, 2008).

Although, the employees' career satisfaction and turnover intention relationship is insignificant, the managers might be aware of the fact that the development of career paths within each hotel would decrease employee turnover. Furthermore, they should

show necessary attention to place all staff on salaries and integrated multi-skilling into the conditions of their employment contracts. Thus this attempt enables staff to gain training and accreditation for their skills and so improve their careers (Iverson, R. D., & Deery, M., 1997). Another finding of the study has clarified why employees might decide to quit from the organization. The study defined the concept of turnover as "arises from the unhappy or unsatisfied employees from job place". But being unhappy or unsatisfied in a work is not the only reason why employees leave one company for another. If the skills that they possess are in demand, employees may decide to leave the work when they find higher pay, better benefits or better job growth potential in other companies.

That's why it is important to understand and recognize the difference between employees who want to quit from job and those who are unhappy for some other reasons such as the economical factor, the characteristics of the job, a mismatch between the employee's skills and the job (AHM Shamsuzzoha, Md. Rezaul Hasan Shumon, 2007).

For the purpose of enhancing the job performance; a applicable study has suggested that managers need an accurate understanding of the organization's culture in order to direct activities in a productive way and to avoid the destructive influence of having employees who are not committed to the company's goals, also they need to continually transmit the values of the culture through efforts such as storytelling, rituals and firm-sponsored social events, as well as consistent positive feedback that gives each member of the organization a sense of belonging (Meghabha Tla & Manjulajain, 2013).

Tsai, M. C., Cheng, C. C., & Chang, Y. Y. (2010) proposed that organizational commitment is the most critical factor to enhance job performance. In our findings similarly career satisfaction, innovative and supportive cultures have significant costive impact on job performance.

6.3 Limitations of the Study and Future Research

There are several potential limitations of this study. First, the study is based on studying of 3, 4 and 5 stars hotels in TRNC only. Therefore, the findings might not be applicable to other hotels in other countries. Also the sample consisted of frontline employees which may limit the generalizability of the results where the findings could not be replicated in other countries.

Second, some Hotels' managers didn't give any author the permission to distribute these questionnaires, which made it hard to collect date and caused more time and efforts to further conduct the research. In addition, in some hotels, the response rate on the participation was poor to collect the date. Third, language barriers caused some difficulties in conducting this research, so it was needed to translate the questionnaires into Turkish to make sure that the respondents can answer my questionnaires clearly.

Future impactions, to overcome the first limitation, more research should be conducted in the future in this specific field of study. As for the second limitation, a corporation should be started with the private sector in general and the tourism sector and the researchers form universities to achieve more concert studies. Finally, the

tourism sector should take into account the language aspect of its employees due to its position as an international language.

6.4 Conclusion

In summary, this research work tried to find the impact of organizational culture on career satisfaction and the two dimensions of organizational outcomes (job performance and intention to quit). To achieve this, data was collected from frontline employees and managers in the three, four and five star hotels in North Cyprus. In accordance with the literature review, we tried to review previous research work done in the field, also, the main concepts were mentioned and defined with supportive relevant studies such as organizational culture, career satisfaction, job performance, intention to quit and how these concepts influenced in the hospitality sector of hotels.

In Chapter three, we had an overview of the North Cyprus economy and the driving forces in the economy. Chapter 4 summarizes the major hypotheses of the thesis model and the method adopted for the analysis and why the method was used. Furthermore, the methods of data collection and the measures employed were described. Chapter five which is the analysis, starts with a demographic break down of the sample, then an analysis of scale item, realities, and confirmatory factor analysis result was done with a five point scale which is followed by an analysis of the correlations, means, and standard deviations of composite measures of model construct and control variables and finally a summary of the hypothesis.

Among the three organizational cultures, the results found show that supportive organizational culture has a positive correlation with organizational employee career

satisfaction; while supportive and innovative organizational culture has a direct negative correlation with intention to quit with organizational culture. The study also shows that career satisfaction has significant positive correlation on frontline employees' job performance; also we found that innovative organizational culture also has a correlation with employee job performance.

Therefore, what we can highlight from this study is that Supportive organizational culture is very important in every organization which a has a positive impact on employee career satisfaction and thus it may lead to higher job performance. Besides, the study mentioned earlier that Innovative organization culture affects employee's job performance in a positive way.

To conclude, this research has provided several useful guidelines and policy implications for managements of Hotels in North Cyprus. This study pointed out some limitations as well as the basis it provided for future research in this field.

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APPENDIX

Appendix: A FIELD STUDY IN THE HOTEL INDUSTRY OF NORTH CYPRUS

Dear Respondent:

This research is aimed to better understand your perceptions regarding your organization. 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.

By, Abdalbari Taleb

Address:
Department of Business Administration
Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

Please cross the number which mostly corresponds with how you see your organization:

- (0) Does not describe my organization
- (1) Describes my organization a little
- (2) Describes my organization a fair amount
- (3) Describes my organization most of the time

1.Risk taking	0	1	2	3
2.Collaborative	0	1	2	3
3.Hierarchical	0	1	2	3
4. Procedural	0	1	2	3
5. Relationships-oriented	0	1	2	3
6. Results-oriented	0	1	2	3
7. Creative	0	1	2	3
8. Encouraging	0	1	2	3
9. Sociable	0	1	2	3
10. Structured	0	1	2	3
11. Pressurized	0	1	2	3
12. Ordered	0	1	2	3
13. Stimulating	0	1	2	3
14. Regulated	0	1	2	3
15. Personal freedom	0	1	2	3
16. Equitable	0	1	2	3
17. Safe	0	1	2	3
18. Challenging	0	1	2	3
19. Entrepresing	0	1	2	3
20. Established, solid	0	1	2	3
21. Cautious	0	1	2	3
22. Trusting	0	1	2	3
23. Driving	0	1	2	3
24. Power-oriented	0	1	2	3

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

25. I am satisfied with the success I have achieved in my career**.**	1	2	3	4	5
26. I am satisfied with the progress I have made toward meeting my overall career goals.	1	2	3	4	5
27. I am satisfied with the progress I have made toward meeting my goals for income.	1	2	3	4	5
28. I am satisfied with the progress I have made toward meeting my goals for advancement.	1	2	3	4	5
29. I am satisfied with the progress I have made toward meeting my goals for the development of new skills.	1	2	3	4	5

SECTION III

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. I am a top performer.	1	2	3	4	5
2. I am in the top 10 percent of frontline employees here.	1	2	3	4	5
3. I get along better with customers than do others.	1	2	3	4	5
4. I know more about services delivered to customers than others.	1	2	3	4	5
5. I know what my customers expect better than others.	1	2	3	4	5
6. It is likely that I will actively look for a new job next year	1	2	3	4	5
7. I often think about quitting.	1	2	3	4	5
8. I will probably look for a new job next year.	1	2	3	4	5
9. I voluntarily assist customers even if it means going beyond job requirements.	1	2	3	4	5
10. I help customers with problems beyond what is expected or required.	1	2	3	4	5
11. I often go above and beyond the call of duty when serving customers.	1	2	3	4	5
12. I willingly go out of my way to make a customer satisfied.	1	2	3	4	5
13. I frequently go out the way to help a customer.	1	2	3	4	5

SECTION IV

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 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 working in this hotel?

Under 1 year ( )

1-5 years   ( )

6-10 years   ( )

11-15 years ( )

16-20 years ( )

More than 20 years   ( )

5. What is your marital status?

Single or divorced   ( )

Married   ( )

6. Position

Manger   ( )

Supervisor ( )