

Organizational Justice, Job Embeddedness, and Job Outcomes: A Study of Hotel Employees in Iran

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ABSTRACT

The purpose of this thesis is to develop and test a conceptual model that examines job embeddedness as a full mediator of the effects of distributive, procedural, and interactional justice on role-prescribed customer service and turnover intentions. Data were collected from full-time frontline hotel employees in Iran for testing these relationships. Such data were collected with a time lag of two weeks. These relationships were tested using correlation and hierarchical multiple regression analyses.

The results demonstrated that employees' perceptions of distributive, procedural, and interactional justice enhanced their job embeddedness. The results also indicated that job embeddedness increased employees' job performance and reduced their turnover intentions. However, the results did not provide any empirical support for job embeddedness as a mediator of the effects of distributive, procedural, and interactional justice on job performance. This was also valid for job embeddedness as a mediator of the effects of procedural and interactional justice on turnover intentions. According to the results, distributive justice reduced turnover intentions directly and indirectly through job embeddedness. Such a result showed the partial mediating role of job embeddedness.

In this thesis, management implications were provided. In addition, limitations of the study and future research directions were given in the thesis.

Key Words: Hotel employees, Iran, job embeddedness, organizational justice, performance, turnover intentions

ÖZ

Bu tezin amacı, iş ile iç içe olma değişkeninin dağıtım, prosedür ve etkileşim adaletinin iş performansı ve işten ayrılma niyeti üzerindeki etkilerine yönelik tam bir aracı görevine sahip olduğunu gösteren kavramsal bir modeli geliştirip test etmektir. Bu ilişkilerin test edilmesi için veri İran’da dört ve beş yıldızlı otellerde tam zamanlı statüde çalışan sınır birim işgörenlerinden toplanmıştır. Söz konusu veri iki haftalık süreyle iki ayrı zaman diliminde toplanmıştır. Bu ilişkiler korelasyon ve hiyerarşik çoklu regresyon analizi yoluyla test edilmiştir.

Bulgular, dağıtım, prosedür ve etkileşim adaletinin işgörenlerin daha fazla iş ile iç içe olmalarını sağladığını göstermiştir. Bulgular, iş ile iç içe olan işgörenlerin iş performans düzeyini artırdığını ve işten ayrılma niyetini düşürdüğünü ortaya koymuştur. Ancak, bulgular, iş ile iç içe olma değişkeninin dağıtım, prosedür ve etkileşim adaletinin iş performansı üzerindeki etkilerine yönelik bir aracı görevine sahip olmadığını göstermiştir. Bu durum, iş ile iç içe olmanın prosedür ve etkileşim adaletinin işten ayrılma niyeti üzerindeki etkilerine yönelik aracı görevi için geçerli olmuştur. Bulgulara göre, dağıtım adaleti işten ayrılma niyetini hem doğrudan hem de iş ile iç içe olma değişkeni üzerinden azaltmıştır. Böyle bir bulgu iş ile iç içe olma değişkeninin kısmi aracı rolüne işaret etmektedir.

Bu tezde, bulgulardan hareketle, yönetsel belirmelere yer verilmiştir. Ayrıca, tezde araştırmanın sınırları ve gelecek araştırmalar için belirlemeler üzerinde durulmuştur.

Anahtar Kelimeler: İran, iş ile iç içe olma, işten ayrılma niyeti, otel çalışanları, örgütsel adalet, performans

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Chapter 1

INTRODUCTION

This chapter presents information about the research philosophy of the empirical study conducted with frontline hotel employees in Iran. This is followed by the purpose of this thesis and its potential contributions to the hospitality management and marketing literature. This chapter concludes with the methodology of the study and information regarding the rest of the chapters in this thesis.

1.1 Research Philosophy

This study uses deductive approach to develop and test a conceptual model that examines the relationships among organizational justice, job embeddedness, and job outcomes. 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). Using the social exchange and job embeddedness theories as theoretical frameworks, this study develops and tests a conceptual that examines job embeddedness as a full mediator of the effects of distributive justice, procedural justice, and interactional justice on two organizationally valued job outcomes, which are role-prescribed customer service and turnover intentions.

1.2 Purpose of the Thesis

Employees in frontline service jobs of the hotel industry play a critical role in delivery of service quality (e.g., Hartline & Ferrell, 1996). Therefore, managers should make sure that they retain high performing employees in their organization (Tsaor & Lin, 2004). The availability of fair rules and procedures makes such employees have higher in-role and extra-role performances in the workplace and display less turnover intentions (Hemdi & Nasuridin, 2008; Lee, Murrmann, Murrmann, & Kim, 2010).

Organizational justice refers to individuals' perceptions of fairness in the organization. Distributive justice, procedural justice, and interactional justice are the three dimensions of organizational justice. Distributive justice refers to "the perceived fairness of the amounts of compensation employees receive", while procedural justice refers to "the perceived fairness of the means used to determine those outcomes" (Folger & Konovsky, 1989, p. 115). Interactional justice, which refers to the "perceived fairness of the treatment that one receives from others" (Walumbwa, Cropanzano, & Hartnell, 2009, p. 1109), consists of two dimensions: interpersonal justice and informational justice. Interpersonal justice is defined as "the dignity and respect that one receives", and informational justice refers to "the provision of adequate information and social accounts" (Walumbwa et al., 2009, p. 1109). As stated above, employees with perceptions of organizational justice have higher performance in the workplace and display lower turnover intentions.

More importantly, if frontline employees have good connections with their coworkers and supervisors in the organization and other groups (e.g., friends and neighbors) in the community and perceive that their future career plans and goals meet the demands of their jobs and the organization, they display elevated levels of

in-role performance and remain in the organization. Broadly speaking, job embeddedness is an employee retention strategy. Job embeddedness increases in-role performance and decreases voluntary turnover (Lee, Mitchell, Sablinski, Burton, & Holtom, 2004; Sekiguchi, Burton, & Sablinski, 2008).

Links, fit, and sacrifice are the three dimensions of job embeddedness. Links refer to “formal or informal connections between a person and institutions or other people”; fit refers to “an employee’s perceived compatibility or comfort with an organization and with his or her environment”; and sacrifice refers to “the perceived cost of material or psychological benefits that may be forfeited by leaving a job” (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001, pp. 1104-1105). Highly embedded employees would perform effectively in the workplace and stay in the organization. According to the social exchange theory, employees with perceptions of organizational justice are embedded in their jobs, because they repay their organization via elevated levels of job embeddedness (cf. Cropanzano & Mitchell, 2005). As a result, such employees have higher in-role performance and lower turnover intentions.

Against this backdrop, the purpose of this thesis is to develop and test a conceptual model that investigates the relationships among organizational justice dimensions, job embeddedness, and job outcomes. Role-prescribed customer service and turnover intentions are the organizationally valued job outcomes examined in this thesis (cf. Karatepe & Aleshinloye, 2009; Yavas, Babakus, & Karatepe, 2008). These relationships are tested via data gathered from a sample of frontline hotel employees in Iran.

1.3 Contributions of the Thesis

This study contributes to the hospitality management and marketing literature in the following ways. First, as mentioned before, job embeddedness is an employee retention strategy, and empirical research indicates that highly embedded individuals perform effectively in the workplace. In addition, such employees display less turnover intentions. Despite this realization, empirical research regarding job embeddedness in the hospitality management and marketing literature is scanty (Karatepe & Ngeche, 2011). Therefore, this study tests the relationships among organizational justice dimensions, job embeddedness, and job outcomes (i.e., role-prescribed customer service, and turnover intentions).

Second, this study uses data to be collected from frontline employees in the hotel industry in Iran, which is a developing Middle East country. Contemporary Iran is “a country shrouded in political, religious, cultural, social and economic controversy” (O’Gorman, Baum, & McLellan, 2007, p. 302) and is a collectivist society. The tourism and hospitality industry is still in its infancy stage, because there are problems pertaining to technological infrastructure, quality of hotels and other accommodation facilities, and poor service standards awaiting solutions (Karatepe, Keshavarz, & Nejati, 2010). Moreover, employee turnover is a critical problem in the hospitality industry in Iran (Anvari, Amin, & Seliman, 2010). It seems that high employee turnover is related to the lack of contemporary human resource management practices (cf. Karatepe et al., 2010; Namazie & Frame, 2007). Empirical research based on data derived from the samples of frontline employees in Iran is sparse (cf. Karatepe et al., 2010). Accordingly, this study partially fills in this void by testing the abovementioned relationships.

1.4 Proposed Methodology

In this thesis, deductive approach was used. This thesis determined the sample using the judgmental sampling approach. Specifically, data were gathered from frontline employees having frequent face-to-face or voice-to-voice interactions with customers (e.g., front desk agents, guest relations representatives, bell attendants, and food servers) in the four- and five-star hotels of Tehran, the capital city of Iran, and Kish Island, one of the most important tourism destinations in Iran.

Data were collected from frontline hotel employees with a time lag of two weeks in order to minimize the potential threat of common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The time I questionnaire consisted of the distributive, procedural, and interactional justice, and job embeddedness measures as well as items concerning demographic variables (i.e., age, gender, education, organizational tenure, and marital status). The time II questionnaire consisted of the role-prescribed customer service and turnover intentions measures. Frontline employees responding at Time I were required to participate in the study at Time II. Respondents self-administered the questionnaires. Both questionnaires promised anonymity and confidentiality.

Distributive justice was measured using five items from Niehoff and Moorman (1993). Six items from Niehoff and Moorman (1993) were used to measure procedural justice. Nine items from Niehoff and Moorman (1993) were used to measure interactional justice. Job embeddedness was measured via the global measure of job embeddedness developed by Crossley, Bennett, Jex, and Burnfield (2007). Five items from Bettencourt and Brown (1997) were used to measure role-prescribed customer service. Turnover intentions were measured using three items from Singh, Verbeke, and Rhoades (1996). Responses to the items in organizational

justice dimensions, job embeddedness, and job outcomes were rated on five-point scales ranging from 5 (*strongly agree*) to 1 (*strongly disagree*).

In addition, organizational tenure was controlled in order to avoid statistical confounds. Organizational tenure was measured using a six-point scale. All items were originally prepared in English and then translated into Persian via the back-translation method (Parameeswaran & Yaprak, 1987).

Frequencies were used for reporting respondents' profile. Both bivariate and multivariate statistical analyses were used. Specifically, convergent validity was evaluated based on exploratory and confirmatory factor analyses (Anderson & Gerbing, 1988; Joreskog & Sorbom, 1996). Internal consistency reliability was evaluated using coefficient alpha (Nunnally, 1978). Discriminant validity was assessed using the Pearson product-moment correlation. The hypotheses were tested via the Pearson product-moment correlation and hierarchical multiple regression analysis.

1.5 Outline of the Thesis

In this thesis, there are seven chapters. This chapter presents information about the research philosophy and purpose of the empirical study. In this chapter, information regarding the contributions of the thesis to the hospitality management and marketing literature, and proposed methodology is also presented.

Chapter 2 consists of literature review. Specifically, using the social exchange and job embeddedness theories, the relationships among organizational justice dimensions (i.e., distributive justice, procedural justice, and interactional justice) job embeddedness, and job outcomes (i.e., in-role performance, extra-role performance, and turnover intentions) are discussed.

Chapter 3 is comprised of research hypotheses. It presents the conceptual model. The study hypotheses are developed based on the social exchange theory, job embeddedness theory, and empirical evidence in the relevant literature.

Chapter 4 consists of information about the methodology of the empirical study. Information about deductive approach is provided. The issues of sampling, data collection, and questionnaire structure and measures are discussed. Information about the study setting is also given. Finally, this chapter provides information about data analysis used in this study.

The results of the empirical study are presented in chapter 5. Specifically, the results regarding respondents' profile, psychometric properties of the measures, and research hypotheses are provided.

Discussion of the empirical findings, implications for managers, limitations of the study, and implications for future research are provided in chapter 6. Chapter 7 consists of the conclusion part of the thesis.

Chapter 2

LITERATURE REVIEW

This chapter presents information about distributive, procedural, and interactional justice dimensions and their effects on job outcomes such as performance in the workplace, job satisfaction, organizational commitment, and turnover intentions. This is followed by information regarding job embeddedness and its components-links, fit, and sacrifice. The job outcomes of job embeddedness are discussed in this chapter. Finally, using the social exchange and job embeddedness theories, the relationships among organizational justice dimensions, job embeddedness, and job outcomes are discussed.

2.1 Organizational Justice

A careful examination of the organizational justice literature demonstrates three distinct dimensions. In other words, it is a multi-dimensional construct that describes the role of fairness in an organizational context. The organizational justice dimensions are named as ‘distributive justice’, ‘procedural justice, and ‘interactional justice’ (Erdogan, 2002; Karatepe, 2011a; Moliner, Martínez-Tur, Ramos, Peiró, & Cropanzano, 2008). Interactional justice is composed of interpersonal and informational justice dimensions (Moliner et al., 2008). Employees with favorable perceptions of organizational justice report positive job outcomes (e.g., Kim, Ok, & Lee, 2009; McFarlin & Sweeney, 1992). Provision of justice in frontline service jobs of the organization is significant, because there is a high degree of contact between

frontline employees and customers, and such employees are expected to deliver exceptional service quality to customers (Fulford, 2005).

2.1.1 Distributive Justice

Employees' perceptions of distributive justice emerge from their assessments of fairness regarding pay levels, work schedules, and work assignments (Greenberg, 1990). Kim, Ok et al. (2009, p. 183) state, "To judge the fairness of distributive outcomes, employees would compare their rewards with those of comparable others through a lens of contributions made to earn those rewards." This assessment is important for employees, because they want to learn whether the management of the organization has a fair distribution of work rewards.

Studies have indicated that employees with favorable perceptions of distributive justice experience lower burnout (Brotheridge, 2003), are satisfied with their jobs (Schappe, 1998), have affective commitment to the organization (McFarlin & Sweeney, 1992), perform effectively in the workplace (Kim, Ok et al., 2009), and demonstrate less intention to leave the organization (Lee et al., 2010).

2.1.2 Procedural Justice

According to Erdogan (2002, p. 557), procedural justice is related to "the fairness of procedures by which performance is evaluated." Employees are interested in having a control over the outcomes. When there are fair procedures in an organization, employees have the opportunity to assess and have control over outcomes. Greenberg (2004) states that voice in decision making, opportunity to correct errors of judgment, equal and unbiased application of the rules, and decisions made on the basis of accurate information are sources of procedural justice in organizations. Employees with favorable perceptions of procedural justice in an organization are engaged with their work and thus have high levels of affective

organizational commitment and elevated levels of in-role and extra-role performances in the workplace (Karatepe, 2011a).

Studies also show that the presence of fair procedures in an organization leads to lower burnout (Brotheridge, 2003), higher job satisfaction and affective organizational commitment (McFarlin & Sweeney, 1992), heightened in-role and extra-role performances (Aryee, Chen, & Budhwar, 2004; Niehoff & Moorman, 1993), and lower turnover intentions (Aryee, Budhwar, & Chen, 2002).

2.1.3 Interactional Justice

As mentioned above, interactional justice consists of two components: interpersonal justice and informational justice. As stated by Colquitt, Conlon, Wesson, Porter, & Ng (2001, p. 427), interpersonal justice is related to “the degree to which people are treated with politeness, dignity, and respect by authorities or third parties involved in executing procedures or determining outcomes”, while informational justice is related to “the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion.” A meta-analytic inquiry shows that interpersonal and informational justice dimensions have positive job outcomes, such as job satisfaction, organizational commitment, in-role performance, and less intention to leave the organization (Colquitt et al., 2001).

The presence of interpersonal justice is important in frontline service jobs, because frontline employees receiving fair treatment from their supervisors can deal with customers’ requests and problems effectively and display less intention to leave the organization. Such employees are also interested in obtaining information about the use of procedures or the distribution of outcomes to individuals in the workplace.

Employees with favorable perceptions of informational justice can demonstrate good job over performance and low levels of turnover intentions.

In addition, organizational justice has been used in service recovery efforts in predicting complainant satisfaction and loyalty. Research showed that customers' favorable perceptions of distributive, procedural, and interactional justice in service recovery efforts increased their satisfaction and loyalty (Karatepe, 2006).

2.2 Job Embeddedness

Job embeddedness is an employee retention theory and evolved from the unfolding model voluntary employee turnover (Lee, Mitchell, Wise, & Fireman, 1996). Job embeddedness is relatively a new concept and is under-researched in the hospitality management and marketing literature (Karatepe & Ngeche, 2011).

There are four decision paths in the unfolding model voluntary employee turnover. Path 1 is characterized by a shock to the system and a preexisting action plan is in place for leaving the organization (Lee & Mitchell, 1994; Lee et al., 1996). For instance, a person receiving a very good job offer can show actual quitting without considering his or her current attachment to the organization and without considering alternatives. Path 2 is characterized by a shock, leading to image violations. However, there is no preexisting plan in place (Lee & Mitchell, 1994). For example, a person who does not receive the relevant promotion he or she thinks he or she deserves leaves the organization without a search for alternatives. Path 3 is also characterized by a shock, leading to image violations. In this stage, there is some disaffection and an evaluation of alternatives (Lee et al., 1996). For example, a person can be transferred to another location and becomes unhappy. He or she starts searching alternatives. If he or she finds a better alternative, actual quitting takes

place. In path 4, no shock is involved. An individual may leave the organization due to job dissatisfaction with or without searching for alternatives (Lee et al., 1996).

Mitchell et al. (2001) argue that the abovementioned ideas have led to develop the job embeddedness construct. Links, fit, and sacrifice are the three dimensions or components of job embeddedness, which refer to the collection forces keeping an individual in the organization. On-the-job embeddedness refers to organizational fit, links, and sacrifice, while off-job-embeddedness refers to community fit, links, and sacrifice.

2.2.1 Links

Individuals having formal or informal connections with colleagues in the workplace and with friends and other people in the community are highly embedded in their jobs. Holtom, Mitchell, and Lee (2006) argue that family and other social institutions in the community have direct influences on individuals and their decision making. Under these circumstances, more links in the organization and the community refer to elevated levels of job embeddedness. For example, older and married employees with children are less likely to leave the organization, because there are a number of connections that exist between them and other people in the organization and in the community (Mitchell et al., 2001).

2.2.2 Fit

If there is fit between employees' personal values and future plans and the demands of his job as well as the organizational culture, then these employees are highly embedded in their jobs. In addition, such a fit should exist between employees and the community. For example, the weather, amenities and general culture of the location have direct effects on individuals and their decision making

(Holtom et al., 2006). Employees who do not perceive such a fit are not embedded in their jobs.

2.2.3 Sacrifice

Individuals are aware of what they are going to lose as a result of their voluntary turnover (Holtom et al., 2006; Mitchell et al., 2001). For example, they give up colleagues and lose the current and future career and promotional opportunities in the organization. In addition, individuals leaving an attractive and safe community may not have the same environment in another location. Therefore, individuals are aware of such costs and become highly embedded in their jobs.

2.3 Outcomes of Job Embeddedness

The following information/discussion is related to the three outcomes of job embeddedness: turnover intentions, in-role performance, and extra-role performance (Bergiel, Nguyen, Clenney, & Taylor, 2009; Karatepe & Ngeche, 2011; Lee et al., 2004; Tanova & Holtom, 2008).

2.3.1 Turnover Intentions

Understanding employees' turnover intentions and turnover is important, because job embeddedness is an employee retention theory. Turnover intentions refer to employees' willingness to leave an organization (Thoresen, Kaplan, Barsky, Warren, & De Chermont, 2003). Employees who are highly embedded in their jobs remain in the organization, since they have good connections with their colleagues in the workplace and other individuals in the community. In addition, their personal values and future plans fit with those of the organization and the community. Finally, they remain in the organization, because they do not want to lose the existing opportunities (e.g., career and promotional) in the organization and the community.

There is convincing evidence that job embeddedness reduces turnover intentions/voluntary turnover (e.g., Karatepe & Ngeche, 2011; Mitchell et al., 2001).

2.3.2 In-Role Performance

In-role performance refers to “those officially required outcomes and behaviors that directly serve the goals of the organization” (Bakker, Demerouti, & Verbeke, 2004, p. 85). It is important that hospitality firms are in need of high performing employees. This is not surprising, because employees with intense face-to-face or voice-to-voice interactions should deliver service quality and display elevated levels of in-role performance. According to Lee et al. (2004), “...employees with high on-the-job embeddedness will (1) be involved in and tied to projects and people, (2) feel they fit well in their jobs and can apply their skills, and (3) sacrifice valued things if they quit.... the motivation to perform should be high” (p. 714). Job embeddedness is critical in predicting employees’ in-role performance.

Though limited in number, evidence indicates that job embeddedness increases employees’ in-role performance (Karatepe & Ngeche, 2011; Lee et al., 2004).

2.3.3 Extra-Role Performance

Extra-role performance is another important outcome of job embeddedness. Extra-role performance or extra-role customer service refers to “discretionary behaviors of contact employees in serving customers that extend beyond formal role requirements” (Bettencourt & Brown, 1997, p. 41). Having a pool of frontline employees with high levels of extra-role performance is important for hospitality firms, because customers in the hospitality industry have a number of requests and complaints, and employees may go beyond their formal role requirements in order to meet these requests and resolve complaints.

As it is the case with the in-role performance construct, empirical evidence regarding the effect of job embeddedness on extra-role performance is limited (Lee et al., 2004).

2.4 Social Exchange Theory and Job Embeddedness Theory

The social exchange and job embeddedness theories provide guidelines for developing the relationships among organizational justice dimensions, job embeddedness, and job outcomes. According to the social exchange theory, "...relationships evolve over time into trusting, loyal, and mutual commitments" (Cropanzano & Mitchell, 2005, p. 875). Therefore, parties, such as employees and managers in the organization should abide by rules of exchange (Cropanzano & Mitchell, 2005). Rules of exchange usually consist of reciprocity or repayment rules (Saks, 2006). As stated earlier, job embeddedness is an employee retention theory. Once employees find that the decisions are made fairly, rewards are distributed in a just manner, and managers have good quality relationships with them, they show high levels of job embeddedness. More specifically, employees obtaining fair outcomes in the organization are highly embedded in the organization, because their favorable perceptions of distributive, procedural and interactional justice make them become embedded in the organization. As a result, employees having trusting and high-quality relationships with their employer are likely to display positive job outcomes, such as good in-role performance and reduced turnover intentions.

Based on the previously mentioned information, this thesis proposes that job embeddedness fully mediates the effects of distributive justice, procedural justice, and interactional justice on role-prescribed customer service and turnover intentions. That is, organizational justice dimensions influence role-prescribed customer service (e.g., in-role performance/job performance) and turnover intentions indirectly

through job embeddedness. The following chapter will present the conceptual model and the relationships among the study variables.

Chapter 3

RESEARCH HYPOTHESES

The present chapter provides information about the development of the conceptual model and the relationships to be tested in this thesis. Specifically, this chapter presents information regarding the development of hypotheses based on theoretical frameworks, such as social exchange theory and job embeddedness theory and empirical evidence. The antecedents of job embeddedness reported in this chapter are distributive justice, procedural justice, and interactional justice. The outcomes reported in the present chapter are role-prescribed customer service and turnover intentions.

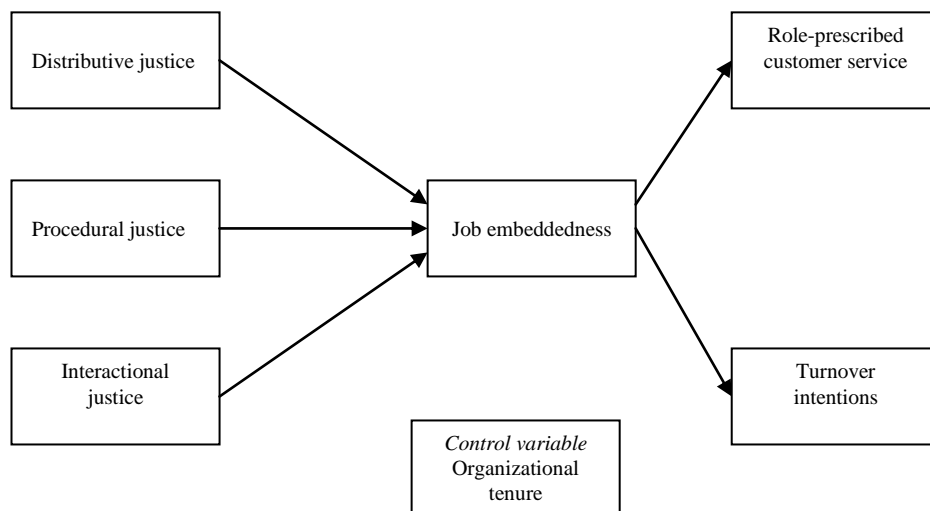
3.1 Conceptual Model

As discussed before, job embeddedness is an under-researched topic in the hospitality management and marketing literature. Understanding the antecedents and outcomes of job embeddedness would provide hospitality managers with useful implications for reducing employees' turnover intentions and increasing performance in the workplace. In addition, examining job embeddedness in developing non-Western countries would extend the existing research stream on this issue. Therefore, this thesis develops and tests a conceptual model that investigates job embeddedness as a full mediator of the effects of distributive justice, procedural justice, and interactional justice on role-prescribed customer service and turnover intentions. Role-prescribed customer service refers to "expected employee behaviors in serving the firm's customers" (Bettencourt & Brown, 1997, p. 42). Expectations

from employees can be related to implicit norms in the workplace or explicit obligations that can be found in job descriptions and performance evaluations (Bettencourt & Brown, 1997). This thesis tests these relationships using data collected from a sample of full-time frontline hotel employees in Iran.

Figure 1 demonstrates the relationships to be tested in this empirical study. The model proposes that distributive justice, procedural justice, and interactional justice positively influence job embeddedness. The model proposes that job embeddedness enhances role-prescribed customer service and reduces turnover intentions. Finally, the model proposes that job embeddedness fully mediates the effects of the abovementioned justice dimensions on role-prescribed customer service and turnover intentions. In the model organizational tenure is considered as a control variable to avoid statistical confounds.

Figure 1: Conceptual Model



3.2 Hypotheses

3.2.1 Organizational Justice and Job Embeddedness

The conceptual model shows that three dimensions of organizational justice are related to job embeddedness. These relationships indicate that frontline

employees with favorable perceptions of distributive, procedural and interactional justice are highly embedded in their jobs. The presence of injustice in the organization leads to distress (Greenberg, 2004). Specifically, when employees find that they are paid less than their coworkers, they have negative outcomes, such as health complaints (cf. Burton, Holtom, Sablinski, Mitchell, & Lee, 2010).

Based on the reciprocity norm, employees repay their organization through high levels of job embeddedness, because they have favorable perceptions of distributive, procedural and interactional justice. That is, employees find that they have good connections with their managers, and their future plans meet those of the organization. Accordingly, the following hypotheses are proposed:

H1(a): Distributive justice is positively related to job embeddedness.

H1(b): Procedural justice is positively related to job embeddedness.

H1(c): Interactional justice is positively related to job embeddedness.

3.2.2 Job Embeddedness and Job Outcomes

The conceptual model indicates that role-prescribed customer service and turnover intentions are the two job outcomes of job embeddedness. Simply put, employees who have elevated levels of job embeddedness serve customers better and display lower turnover intentions. In empirical terms, Lee et al. (2004) reported that on-the-job embeddedness increased job performance and organizational citizenship behavior among the employees of a large international financial institution in the USA. They also reported that off-the-job embeddedness negatively influenced voluntary turnover and voluntary absences. In a study of employees of an organization in the USA, Crossley et al. (2007) showed that global job embeddedness alleviated voluntary turnover.

Furthermore, in a study of working adults in the USA, Halbesleben and Wheeler (2008) reported that job embeddedness was significantly and positively related to self- and coworker-rated performance, while it was significantly and negatively related to turnover intentions. Bergiel et al. (2009) found that job embeddedness reduced turnover intentions among the employees of a state department of corrections in the USA. They also found that job embeddedness fully mediated the effects of compensation and growth opportunity on turnover intentions, while job embeddedness had a partial mediating role on the relationship between supervisor support and turnover intentions. A very recent study demonstrated that job embeddedness mitigated turnover intentions and increased job performance among frontline hotel employees in Cameroon (Karatepe & Ngeche, 2011). Accordingly, the following hypotheses are proposed:

H2(a): Job embeddedness is positively related to role-prescribed customer service.

H2(b): Job embeddedness is negatively related to turnover intentions.

3.2.3 Embeddedness as a Full Mediator

As the conceptual model suggest, job embeddedness fully mediates the effects of distributive, procedural and interactional justice on role-prescribed customer service and turnover intentions. Although there are empirical studies demonstrating that such organizational justice dimensions are directly linked to in-role performance and turnover intentions (Aryee et al., 2004; Hemdi & Nasurdin, 2008; Lee et al., 2010), this study proposes that job embeddedness fully mediates these relationships. According to the social exchange theory, employees who receive fair outcomes and treatment in the organization repay their organization through high levels of job embeddedness. Such employees are likely to have trusting and high-

quality relationships with their managers/supervisors and report positive job outcomes, such as good in-role performance and low levels of turnover intentions.

Examining the abovementioned relationships is important, because there is a lack of empirical research regarding these relationships in the hospitality management and marketing literature. Accordingly, the following hypotheses are proposed:

H3: Job embeddedness fully mediates the effects of (a) distributive justice, (b) procedural justice, and (c) interactional justice on role-prescribed customer service.

H4: Job embeddedness fully mediates the effects of (a) distributive justice, (b) procedural justice, and (c) interactional justice on turnover intentions.

Chapter 4

METHODOLOGY

In this chapter, information about the methods and procedures used is given. That is, deductive approach is described, and sampling approach used is defined. This chapter gives information about data collection. In addition, this chapter presents information about the questionnaire structure and how the scale items have been operationalized. Finally, this chapter concludes with the descriptions of data analysis to be adopted in the following chapter.

4.1 Deductive Approach

This thesis used deductive approach. That is, this thesis developed hypotheses using two well-established theories: social exchange theory and job embeddedness theory and tested them using data obtained from a sample of full-time frontline hotel employees with a time lag of two weeks in Iran. As As Graziano and Raulin (1993: 37) state, “The deductions are empirically tested through research, and thus support or lack of support for the theory is obtained.” In short, this thesis tested job embeddedness as a full mediator of the effects of distributive justice, procedural justice, and interactional justice on role-prescribed customer service and turnover intentions.

4.2 Sample

As a non-probability sampling technique, judgmental sampling was applied in this thesis, and data were obtained from the full-time frontline employees of the four- and five-star hotels in Tehran and Kish Island in Iran. Full-time frontline hotel

employees in this thesis (e.g., front desk agents, door attendants, guest relations representatives, and reservations agents) had intense face-to-face or voice-to-voice contact with customers.

In light of the information received from Iran's Cultural Heritage, Handicraft and Tourism Organization at the time of the present study, there were 11 four- star and 5 five-star hotels in Tehran, while there were 7 four-star and 4 five-star hotels in Kish Island.

4.3 Data Collection

Managements of the aforementioned hotels were contacted through a letter. This letter had information about the objectives of the study and permission for data collection. Managements of 3 five-star and 5 four-star hotels in Kish Island gave permission for data collection. In Tehran managements of only 3 four-star hotels gave permission for data collection. In total, 11 managements of hotels agreed to participate in this study. However, they did not allow the researcher to directly contact their frontline employees and collect data from them. Instead, they assigned a senior employee to coordinate data collection with the researcher. Broadly speaking, in each hotel there was a senior employee who was responsible for distributing the self-administered questionnaires to frontline employees and collecting them back from these frontline employees. Such a data collection practice is consistent with a very recent study (Karatepe & Ehsani, 2011).

Data were collected from frontline hotel employees with a time lag of two weeks. This was necessary for reducing problems associated with common method bias (Podsakoff et al., 2003). The time I questionnaire included the distributive justice, procedural justice, interactional justice, and job embeddedness measures. In addition, the time I questionnaire included items regarding respondents' age, gender,

education, organizational tenure, and marital status. The time II questionnaire included the role-prescribed customer service and turnover intentions measures. Frontline employees who responded at time I were also required to participate in the study at time II. Specifically, by paying utmost attention to the issue of confidentiality, a master list containing the name of each frontline employee in the hotel was prepared. Each employee in this master list had 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.

270 questionnaires were distributed to frontline employees at time I. By the cut-off date for data collection at time I, 215 questionnaires retrieved, but there was missing information in one of the questionnaires. Therefore, 214 questionnaires (usable) were retrieved at time I, yielding a response rate of 79.3%. 214 time II questionnaires were then distributed to the same frontline hotel employees. However, by the cut-off date for data collection at time II, 175 questionnaires were retrieved. One of the questionnaires was not included in the data set because of missing information. In short, 174 questionnaires were retrieved, yielding a response rate of 81.3%.

4.4 Questionnaire Structure and Measures

The time I questionnaire included the distributive justice, procedural justice, interactional justice, and job embeddedness measures as well as questions about respondents' profile (i.e., age, gender, education, organizational tenure, and marital status). The time II questionnaire included the role-prescribed customer service and turnover intentions items. All scale items were obtained from the empirical studies in the extant literature.

All items in the questionnaires (Time I and II) were originally prepared in English and then translated into Persian using the back-translation method (Parameswaran & Yaprak, 1987). The senior employees in the four- and five-star hotels who were responsible for the coordination of data collection checked the understandability of the items in the time I and time II questionnaires. They did not have difficulty understanding the items. Therefore, no changes were made in time I and time II questionnaires. The time I and time II questionnaires are shown in the Appendix.

4.4.1 Distributive Justice

Five items from Niehoff and Moorman (1993) were used to measure distributive justice. Sample items are ‘My work schedule is fair’ and ‘I think that my level of pay is fair.’ These scale items were used in other empirical investigations (Moliner et al., 2008; Nadiri & Tanova, 2010). Responses to the items in distributive justice were elicited on a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). Higher scores demonstrated higher distributive justice.

4.4.2 Procedural Justice

Procedural justice was measured using six items from Niehoff and Moorman (1993). Sample items are ‘To make job decisions, my supervisor collects accurate and complete information’ and ‘All job decisions are applied consistently across all affected employees.’ As is the case with the distributive justice measure, the scale items concerning procedural justice was used in the works of Karatepe (2011a), Moliner et al. (2008), and Nadiri and Tanova (2010). Responses to the items in procedural justice were rated on a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). Higher scores indicated higher procedural justice.

4.4.3 Interactional Justice

All items for interactional justice were obtained from the work of Niehoff and Moorman (1993). These scales items were also used in the works of Moliner et al. (2008) and Nadiri and Tanova (2010). Sample items are ‘When decisions are made about my job, the supervisor treats me with kindness and consideration’, and ‘The supervisor offers adequate justification for decisions made about my job’. Responses to the items in interactional justice were elicited on a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). Higher scores demonstrated higher interactional justice.

4.4.4 Job Embeddedness

Job embeddedness was operationalized using seven items from Crossley et al. (2007). Sample items are ‘I feel attached to this hotel’ and ‘I simply could not leave the hotel that I work for.’ This global measure of job embeddedness was used in the work of Karatepe and Ngeche (2011). Responses to the items in job embeddedness were elicited on a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). After one negatively worded item in job embeddedness had been reverse scored, higher scores indicated higher job embeddedness.

4.4.5 Role-Prescribed Customer Service

Five items from Bettencourt and Brown (1997) were used to measure role-prescribed customer service. Sample items are ‘I perform all those tasks for customers that are required of me’ and ‘I meet formal performance requirements when serving customers.’ These items were used in prior and recent empirical studies (Chebat & Kollias, 2000; Kim, Tavitiyaman, & Kim, 2009). Responses to the items in role-prescribed customer service were elicited on a five-point scale

ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). Higher scores demonstrated higher role-prescribed customer service.

4.4.6 Turnover Intentions

Three items from Singh et al. (1996) were used to measure turnover intentions. Sample items are ‘It is likely that I will actively look for a new job next year’ and ‘I often think about quitting.’ This measure was used in prior and recent empirical studies (e.g., Karatepe & Aleshinloye, 2009; Karatepe & Ngeche, 2011). Responses to the items in turnover intentions were rated on a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). Higher scores indicated higher turnover intentions.

4.4.7 Organizational Tenure

Organizational tenure was treated as a control variable in this empirical study, because it may significantly affect the study constructs and confound the relationships (Burton et al., 2010; Karatepe & Aleshinloye, 2009; Karatepe, 2011a; Karatepe, 2011b; Karatepe & Ngeche, 2011; Schappe, 1998). Organizational tenure was measured using a six-point scale.

4.5 Data Analysis

In this thesis frequencies were used to report respondents’ profile (e.g., age, gender, and education). Confirmatory factor analysis was used to assess the convergent validity of the model constructs (Anderson & Gerbing, 1988; Joreskog & Sorbom, 1996). Discriminant validity was evaluated using χ^2 difference tests (Anderson & Gerbing, 1988). The coefficient alphas (Cronbach’s alphas) were assessed using the commonly accepted cut-off point of .70 (Nunnally, 1978).

Based on the following information (Karatepe & Uludag, 2008), the model fit statistics are assessed: When the χ^2/df value ranges from 2 to 5, it indicates a good

fit. Generally, fit indices whose values are equal to or above .90 demonstrate a good fit. Standardized root mean square residual (SRMR) with values below .10 shows a good fit. Root mean square error of approximation (RMSEA) with values .08 or below shows a good fit.

The results of Pearson product-moment correlations were also used to test the direct associations among the model constructs depicted in Figure 1. Hierarchical multiple regression was employed to test the mediating relationships. These are consistent with the work of Allias and O'Driscoll (2008). According to the guidelines provided by Baron and Kenny (1986), the following conditions should be met for a mediation effect:

1. There is a significant relationship between the predictor variable and the mediator variable (step 1);
2. There is a significant relationship between the predictor variable and the criterion variable (step 2);
3. There is a significant relationship between the mediator variable and the criterion variable (step 3); and
4. The relationship between the predictor variable and the criterion variable should be less in step 3 than in step 2.

Full mediation occurs when the relationship between the predictor variable and the criterion variable becomes non-significant once the mediator variable is entered in the equation. Partial mediation occurs when the relationship between the predictor variable and the criterion variable is still significant once the mediator variable is entered in the equation, but the relationship between the predictor variable and the criterion variable is reduced in magnitude.

Sobel test is also used to assess the significance of the mediating effects. There are a number of empirical studies in the hospitality management and marketing literature using the abovementioned guidelines to test the mediating effects (e.g., Allias & O'Driscoll, 2008; Karatepe & Aleshinloye, 2009; Karatepe et al., 2010).

Chapter 5

RESULTS

This chapter gives information about the results of the thesis. That is, the results regarding respondents' profile are presented. This is followed by presentation of the results concerning the psychometric properties of the measures via confirmatory factor analyses and coefficient alphas. Then, the results of the study hypotheses based on Pearson product-moment correlations, hierarchical multiple regression analysis and Sobel test are given.

5.1 Demographic Breakdown of the Sample

Table 1 presents respondents profile in terms of age, gender, education, organizational tenure, and marital status. 40% of the respondents were between the ages of 18 and 27 and 40% between the ages of 28 and 37. The rest were older than 37. The overwhelming majority of the respondents were male (78.2%). 4% of the respondents had primary school education, while 56% had secondary and high school education. 26% of the respondents had two-year college degrees and 14% four-year college degrees. The rest had graduate degrees. 66% of the respondents had tenures of five years or less and 28% tenures between six and ten years. The rest has tenure more than ten years. 52% of the respondents were married, while the rest were single or divorced.

	Frequency	%
Age		
18-27	69	39.7
28-37	70	40.2
38-47	31	17.8
48-57	4	2.3
Total	174	100.0
Gender		
Male	136	78.2
Female	38	21.8
Total	174	100.0
Education		
Primary school	7	4.0
Secondary and high school	97	55.7
Two-year college degree	45	25.9
Four-year college degree	24	13.8
Graduate degree	1	0.6
Total	174	100.0
Organizational Tenure		
Less than 1 year	27	15.5
1-5	88	50.6
6-10	48	27.6
11-15	8	4.6
16-20	2	1.1
More than 20 years	1	0.6
Total	174	100.0
Marital Status		
Single or divorced	84	48.3
Married	90	51.7
Total	174	100.0

Table 1 Breakdown of the Sample ($n = 174$)

5.2 Measurement Results

The measures were subjected to confirmatory factor analysis. The results demonstrated the following model fit statistics: $\chi^2 = 1182.57$, $df = 545$, $\chi^2 / df = 2.17$; Goodness of fit index (GFI) = .72; Comparative fit index = .78; SRMR = .07; RMSEA = .08. These results suggest that SRMR, RMSEA, and χ^2 / df are within the acceptable values, while GFI and CFI are below .90. A close examination of the factor loadings shown in Table 2 indicated that the standardized loadings ranged from .43 to .88, and the overwhelming majority of the loadings were above .70. These results illustrated that the items heavily loaded on their respective underlying constructs. In short, there was evidence of convergent validity (Anderson & Gerbing, 1988).

The chi-square difference test demonstrated a significant result for each pair of measures. That is, when measures of different constructs were forced into a single factor solution, the model fit deteriorated significantly. Therefore, there was evidence of discriminant validity (Anderson & Gerbing, 1988).

The results in Table 3 present means, standard deviations, correlations, and coefficient alphas. As depicted in Table 3, the coefficient alphas were deemed acceptable, and they were as follows: distributive justice .80; procedural justice .81; interactional justice .92; job embeddedness .86; role-prescribed customer service .85; and turnover intentions .78.

Scale items	Standardized loadings	t-values
Distributive justice		
My work schedule is fair	.70	9.85
I think that my level of pay is fair	.71	10.57
I consider my workload to be quite fair	.71	9.96
Overall, the rewards I receive here are quite fair	.46	5.91
I feel that my job responsibilities are fair	.73	10.43
Procedural justice		
Job decisions are made by the supervisor in an unbiased manner	.67	9.57
My supervisor makes sure that all employee concerns are heard before job decisions are made	.75	10.97
To make job decisions, my supervisor collects accurate and complete information	.74	10.93
My supervisor clarifies decisions and provides additional information when requested by employees	.59	8.13
All job decisions are applied consistently across all affected employees	.67	9.49
Employees are allowed to challenge or appeal job decisions made by the supervisor	.54	7.22
Interactional justice		
When decisions are made about my job, the supervisor treats me with kindness and consideration	.82	12.89
When decisions are made about my job, the supervisor treats me with respect and dignity	.85	13.69
When decisions are made about my job, the supervisor is sensitive to my personal needs	.63	9.04
When decisions are made about my job, the supervisor deals with me in a truthful manner	.68	10.01
When decisions are made about my job, the supervisor shows concern for my rights as an employee	.69	10.19
Concerning decisions made about my job, the supervisor discusses the implications of the decisions with me	.63	9.00
The supervisor offers adequate justification for decisions made about my job	.70	10.34
When making decisions about my job, the supervisor offers explanations that make sense to me	.88	14.41
My supervisor explains very clearly any decision made about my job	.76	11.67
Job embeddedness		
I feel attached to this hotel	.70	10.15
It would be difficult for me to leave this hotel	.73	10.61
I am too caught up in this hotel to leave	.77	11.46
I feel tied to this hotel	.73	10.67
I simply could not leave the hotel that I work for	.74	10.89
It would be easy for me to leave this hotel (-)	.43	5.55
I am tightly connected to this organization	.72	10.49

Table 2. Scale Items and Confirmatory Factor Analysis Results

Scale items	Standardized loadings	t-values
Role-prescribed customer service		
I perform all those tasks for customers that are required of me	.72	10.37
I meet formal performance requirements when serving customers	.85	13.21
I fulfill responsibilities to customers as specified in the job description	.72	10.35
I adequately complete all expected customer-service behaviors	.68	9.59
I help customers with those things which are required of me	.71	10.11
Turnover intentions		
It is likely that I will actively look for a new job next year	.72	9.80
I often think about quitting	.67	8.89
I will probably look for a new job next year	.82	11.36

Notes: All loadings are significant at the .01 level or better. (-) denotes reverse-scored item.

Table 2. Continued

Variables	1	2	3	4	5	6	7
1. Organizational tenure	1.000						
2. Distributive justice	.003	1.000					
3. Procedural justice	-.002	.552**	1.000				
4. Interactional justice	-.002	.553**	.774**	1.000			
5. Job embeddedness	.090	.483**	.495**	.536**	1.000		
6. Role-prescribed customer service	.038	.277**	.394**	.425**	.154*	1.000	
7. Turnover intentions	-.024	-.375**	-.240	-.272**	-.373**	-.033	1.000
Mean	2.27	2.74	3.25	3.52	3.31	3.99	2.99
Standard deviation	.86	.98	.91	.93	.93	.88	1.03
Alpha	-	.80	.81	.92	.86	.85	.78

Notes: Composite scores for each variable were obtained by averaging scores across items representing that measure. The scores ranged from 1 to 5. Organizational tenure was measured using a six-point scale. Higher scores indicated longer tenure.

* $p < .05$, ** $p < .01$

Table 3 Correlations, Means, and Standard Deviations of Model Constructs, Organizational Tenure, and Cronbach's Alpha

5.3 Model Test Results

The results in Table 3 show that distributive justice ($r = .483, p < .01$), procedural justice ($r = .495, p < .01$), and interactional justice ($r = .536, p < .01$) are significantly and positively associated with job embeddedness. Therefore, hypotheses 1a, 1b, and 1c are supported. The results in Table 3 show that job embeddedness has a significant positive association with role-prescribed customer service ($r = .154, p < .05$) and a significant negative association with turnover intentions ($r = -.373, p < .01$). Therefore, hypotheses 2a and 2b are supported.

Table 4 Hierarchical Multiple Regression Analysis Results: Direct Effects

Dependent variable and standardized regression weights		
Independent variables	Job embeddedness	
	Step 1	Step 2
(I) Control variable		
Organizational tenure	.09	.09
(II) Organizational justice dimensions		
Distributive justice		.25*
Procedural justice		.13
Interactional justice		.30*
<i>F</i>	1.39	30.11**
<i>R</i> ² at each step	.01	.35
ΔR^2	-	.34

Notes: Organizational tenure was measured using a six-point scale. Higher scores indicated longer tenure. The results regarding variance inflation factors did not demonstrate any problems of multicollinearity.

* $p < .01$, ** $p < .001$

The results in Tables 4 show the direct effects of organizational justice dimensions on job embeddedness. Distributive justice ($\beta = .25, p < .01$) and interactional justice ($\beta = .30, p < .01$) have significant positive relationships with job embeddedness, whereas procedural justice does not.

The results in Table 5 indicate that neither distributive justice nor job embeddedness is significantly related to role-prescribed customer service. Therefore, hypothesis 3a is not supported. Hypothesis 3b is not supported, because procedural

justice is not significantly and positively related to job embeddedness and job embeddedness does not significantly affect role-prescribed customer service. Hypothesis 3c is not supported, because job embeddedness is not significantly related to role-prescribed customer service.

Table 5 Hierarchical Multiple Regression Analysis Results: Mediating Effects

Dependent variable and standardized regression weights			
Independent variables	Role-prescribed customer service		
	Step 1	Step 2	Step 3
(I) Control variable			
Organizational tenure	.04	.04	.06
(II) Organizational justice dimensions			
Distributive justice		.06	.10
Interactional justice		.39*	.45*
(III) Job embeddedness			-.14
<i>F</i>	.25	19.11*	2.56
<i>R</i> ² at each step	.00	.19	.20
ΔR^2	-	.19	.01

Notes: Organizational tenure was measured using a six-point scale. Higher scores indicated longer tenure. The results regarding variance inflation factors did not demonstrate any problems of multicollinearity.

* $p < .001$

The results in Table 6 show that distributive justice is significantly and negatively related to turnover intentions ($\beta = -.32, p < .001$). When job embeddedness is entered in the equation, the results indicate a significant increment in R^2 of the model ($\Delta R^2 = .04, p < .01$). Sobel test result also provides support for this mediating effect ($t = -2.19, p < .05$). Overall, these results suggest that job embeddedness partially mediates the impact of distributive justice on turnover intentions. Therefore, there is partial support for hypothesis 4a. However, there is no empirical support for hypothesis 4c, because interactional justice is not significantly related to turnover intentions with or without job embeddedness in the equation. Hypothesis 4b cannot be supported, since procedural justice is not significantly and positively

related to job embeddedness. As a control variable, organizational tenure does not confound the relationships.

Table 6 Hierarchical Multiple Regression Analysis Results: Mediating Effects

Dependent variable and standardized regression weights			
Independent variables	Turnover intentions		
	Step 1	Step 2	Step 3
(I) Control variable			
Organizational tenure	-.02	-.03	.00
(II) Organizational justice dimensions			
Distributive justice		-.32**	-.26*
Interactional justice		-.09	.00
(III) Job embeddedness			-.25*
<i>F</i>	1.00	14.66**	8.61*
<i>R</i> ² at each step	.00	.15	.19
ΔR^2	-	.15	.04

Notes: Organizational tenure was measured using a six-point scale. Higher scores indicated longer tenure. The results regarding variance inflation factors did not demonstrate any problems of multicollinearity.

* $p < .01$, ** $p < .001$

Chapter 6

DISCUSSION

This chapter provides an assessment of the findings reported in this thesis. This is followed by implications for managers using the current research findings. Then, limitations of the thesis and their future research directions are given.

6.1 Evaluations of Findings

This thesis developed and test a conceptual model that focused on job embeddedness as a full mediator of the effects of distributive, procedural, and interactional justice on role-prescribed customer service and turnover intentions. Several useful observations from the results of this thesis are evident.

First, the results that distributive, procedural, and interactional justice increase employees' job embeddedness are consistent with the precepts of social exchange theory and job embeddedness theory (Cropanzano & Mitchell, 2005; Holtom et al., 2006; Mitchell et al., 2001). Employees repay their organization through high levels of job embeddedness, because they have favorable perceptions of distributive, procedural and interactional justice. In other words, perceptions of justice in the allocation of rewards, procedures in a number of decisions regarding employees, and interpersonal treatment and information lead to high levels of job embeddedness. As also stated by the job embeddedness theory, employees are not embedded in their jobs, if they find that they do not receive fair outcomes.

Second, the results demonstrate that job embeddedness enhances frontline employees' role-prescribed customer service. This is consistent with the other

empirical studies (Halbesleben & Wheeler, 2008; Karatepe & Ngeche, 2011; Lee et al., 2004). The results demonstrate that job embeddedness reduces frontline employees' turnover intentions. This is also in line with those of Mitchell et al. (2001) and Halbesleben and Wheeler (2008). According to these results, highly embedded employees serve customers effectively, deal with customers' requests successfully, and report low levels of turnover intentions. As stated by Lee et al. (2004), the more employees are embedded in their jobs, the more likely they perform effectively in the workplace and the less likely they have intentions to leave the organization.

Third, the results do not provide support for the full mediating role of job embeddedness. There is only one finding, which shows that job embeddedness partially mediates the negative effect of distributive justice on turnover intentions. That is, distributive justice reduces turnover intentions directly and indirectly via job embeddedness. The abovementioned unexpected findings can be attributed to a different cultural setting where this empirical study was made. Specifically, most of the employees working in the Iranian hotels industry do not appear to feel comfortable with the human resource management practices. For example, nepotism and favoritism are prevalent (Namazie & Frame, 2007), and employees find that managements of the hotels do not invest in enhancing the capabilities of human resources (Karatepe et al., 2010). Under these circumstances, employees cannot perform effectively in the workplace. The ones with better qualifications leave the organization to find better jobs (e.g., training and development, career opportunities, and performance appraisal) in multinational companies.

6.2 Management Implications

The results of this thesis provide several useful implications for hotel managers. First, it is important to have a work environment where employees would observe and experience a number of fair rules and procedures. Though it appears that favoritism and nepotism are prevalent in Iran, managements of the hotels should establish and maintain such a work environment. Otherwise, as discussed by Namazie and Frame (2007), frontline employees with better qualifications would leave the organization to work for in multinational firms.

Second, job embeddedness is an employee retention strategy (Karatepe, 2011b). Hotel managers need to provide their employees with continuous training programs to enhance their skills so that such employees could deal with customers' requests effectively. Otherwise, employees who lack skills in listening and problem-solving would be unable to fulfill their role requirements. In addition, managements of the hotels should make sure that there are career opportunities for their employees. The lack of career opportunities in the organization would result in voluntary turnover.

Third, it is important for hotel managers to make sure that their decision-making process is transparent. Employees who work in an environment where they do not feel comfortable with managerial decision-making process regarding the selection and promotion of employees need evidence that such decisions are made using fair formal procedures.

6.3 Limitations and Future Research Directions

This thesis contributes to the hospitality management and marketing literature by testing job embeddedness as a full mediator of the effects of distributive justice, procedural justice, and interactional justice on role-prescribed customer service and

turnover intentions based on data gathered from frontline hotel employees in Iran. However, there are several limitations of this thesis, and future research directions based on these limitations are offered. First, this thesis used a time lag of two weeks for reducing problems emerging from common method bias (Podsakoff et al., 2003). As a time-lagged study, it provides some evidence for temporal causality (Grandey & Cropanzano, 1999). However, using a longer period of time for testing the abovementioned relationships would be beneficial for establishing causality. In addition, it would be more useful for collecting data from multiple sources, such as supervisors or customers. Specifically, collecting data from supervisors regarding frontline employees' role prescribed customer service would be more useful.

Second, the present thesis used two job outcomes. Testing such outcomes as career satisfaction, absenteeism, and actual turnover would be beneficial for our understanding concerning their associations with organizational justice dimensions and job embeddedness. Third, gender could moderate the effect of job embeddedness on turnover intentions. Specifically, the negative effect of job embeddedness on turnover intentions could be stronger among female frontline employees in Iran. That makes sense, because female employees appear to be more bound to their husbands' careers in Iran. This is worthy of empirical investigation in future studies.

Fourth, employing cross-national research (e.g., Iran, Italy, and China) in future studies would enhance our understanding regarding the previously mentioned relationships. Finally, replication studies in other tourism and hospitality settings of Iran would be useful for the generalizability of the findings.

Chapter 7

CONCLUSION

This thesis develops and tests a conceptual model that examines job embeddedness as a full mediator of the effects of distributive, procedural, and interactional justice on role-prescribed customer service and turnover intentions. These relationships are tested based on data collected from a sample of frontline hotel employees with a two-week time lag in Iran. Testing these relationships is important for at least two reasons. First, there is a lack of empirical research about the antecedents and outcomes of job embeddedness in the hospitality management and marketing literature. Second, this thesis extends the research regarding job embeddedness to developing non-Western countries.

This thesis uses time-lagged data to reduce the potential risk of common method bias. It separates the measurement of the independent and dependent variables via a time lag. That is, the study relationships are tested using data with a time lag of two weeks. The results indicate that distributive, procedural, and interactional justice are significantly and positively associated with frontline employees' role-prescribed customer service. That is, frontline employees with perceptions of distributive, procedural, and interactional justice are willing to deal with a number of customers' needs, requests, and complaints and display effective job performance. The results also indicate that distributive, procedural, and interactional justice are significantly and negatively associated with turnover intentions. These findings suggest that fairness in the organization reduces frontline

employees' intentions to leave the organization. In other words, frontline employees who perceive that there is fairness in the allocation of rewards, procedures in decisions taken, and interpersonal treatment and information report low levels of turnover intentions.

On the other hand, the results show that the results do not lend any empirical support to job embeddedness as a mediator of the effects of distributive, procedural, and interactional justice on role-prescribed customer service. The results further show that job embeddedness does not mediate the effects of procedural and interactional justice on turnover intentions. The results provide support only for the partial mediating role of job embeddedness on the relationship between distributive justice and turnover intentions. That is, distributive justice significantly and negatively influences turnover intentions directly and indirectly through job embeddedness.

The results of this thesis provide various useful implications for hotel managers. Limitations of the thesis and its future research directions are also given in the thesis.

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APPENDIX

A Field Study in the Hotel Industry of Iran (Time I)

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 Ms. Safoora Shahriari through her e-mail address: safsaf_sh@yahoo.com.

Thank you for your kind cooperation.

Research Team:

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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. My work schedule is fair.	1	2	3	4	5
2. I think that my level of pay is fair.	1	2	3	4	5
3. I consider my workload to be quite fair.	1	2	3	4	5
4. Overall, the rewards I receive here are quite fair.	1	2	3	4	5
5. I feel that my job responsibilities are fair.	1	2	3	4	5
6. I feel attached to this hotel.	1	2	3	4	5
7. It would be difficult for me to leave this hotel.	1	2	3	4	5
8. I am too caught up in this hotel to leave.	1	2	3	4	5
9. I feel tied to this hotel.	1	2	3	4	5
10. I simply could not leave the hotel that I work for.	1	2	3	4	5
11. It would be easy for me to leave this hotel.	1	2	3	4	5
12. I am tightly connected to this organization.	1	2	3	4	5
13. Job decisions are made by the supervisor in an unbiased manner.	1	2	3	4	5
14. My supervisor makes sure that all employee concerns are heard before job decisions are made.	1	2	3	4	5
15. To make job decisions, my supervisor collects accurate and complete information.	1	2	3	4	5
16. My supervisor clarifies decisions and provides additional information when requested by employees.	1	2	3	4	5
17. All job decisions are applied consistently across all affected employees.	1	2	3	4	5
18. Employees are allowed to challenge or appeal job decisions made by the supervisor.	1	2	3	4	5

19. When decisions are made about my job, the supervisor treats me with kindness and consideration.	1	2	3	4	5
20. When decisions are made about my job, the supervisor treats me with respect and dignity.	1	2	3	4	5
21. When decisions are made about my job, the supervisor is sensitive to my personal needs.	1	2	3	4	5
22. When decisions are made about my job, the supervisor deals with me in a truthful manner.	1	2	3	4	5
23. When decisions are made about my job, the supervisor shows concern for my rights as an employee.	1	2	3	4	5
24. Concerning decisions made about my job, the supervisor discusses the implications of the decisions with me.	1	2	3	4	5
25. The supervisor offers adequate justification for decisions made about my job.	1	2	3	4	5
26. When making decisions about my job, the supervisor offers explanations that make sense to me.	1	2	3	4	5
27. My supervisor explains very clearly any decision made about my job.	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 ()

More than 20 years ()

4. How long have you been this hotel?

Under 1 year ()

1-5 years ()

6-10 years ()

11-15 years ()

16-20 years ()

5. What is your marital status?

Single or divorced ()

Married ()

Thank you for your kind cooperation.

A Field Study in the Hotel Industry of Iran (Time II)

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 Ms. Safoora Shahriari through her e-mail address: safsaf_sh@yahoo.com.

Thank you for your kind cooperation.

Research Team:

Assoc. Prof. Dr. Osman M. Karatepe

Safoora Shahriari

Address:

School of Tourism and Hospitality Management

Eastern Mediterranean University

Gazimagusa, TRNC

Via Mersin 10, Turkey

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

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

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

Thank you for your kind cooperation.