Do Social Stressors Moderate the Effect of Polychronicity on Job Performance? Evidence from Four and Five-Star Hotels

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Submitted to the
Institute of Graduate Studies and Research
in partial fulfillment of the requirements for the degree of

Master of Science
in
Tourism Management

Eastern Mediterranean University
January 2016
Gazimağusa, North Cyprus

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ABSTRACT

Polychronicity refers to the extent to which people prefer to be engaged in two or more tasks or events at the same time and believe their preference is the best way to do things. The present empirical study developed and tested a model that examined the effect of polychronicity on frontline employees' job performance in hotel industry; and at the same time, the moderating effects of supervisor, coworker and customer incivility as stressors is considered in the relationship between polychronicity and employee's job performance. Data was obtained from frontline employees in the four and five-star hotels in Northern Cyprus.

The results suggest that polychronicity stimulate high employees' job performance. Customer incivility negatively and significantly influences job performance. Customer incivility moderates the relationship between polychronicity and job performance. That is, high customer incivility weakens the positive relationship between polychronicity and job performance. Coworker incivility did not influence job performance. Coworker incivility failed to moderate the relationship between polychronicity and job performance. Supervisor incivility did not influence job performance. Supervisor incivility moderates the relationship between polychronicity and job performance. That is, high supervisor incivility weakens the positive relationship between polychronicity and employees' job performance. Managerial implications and propositions to spark and guide future research are highlighted.

Keywords: Polychronicity, Supervisor incivility, Coworker incivility, Customer incivility, Hotel frontline employees, Job performance

ÖZ

Polikronisite, iki veya ikiden fazla göreve veya organizasyona eş zamanlı olarak dahil olmayı tercih eden ve kendi tercihlerinin bu işleri yapmak için en iyisi olduğuna inanan kişiler kapsamını ifade etmektedir. Gözleme dayalı mevcut çalışma; polikronisitenin otel endüstrisinde olan ön büro çalışanlarının iş performansı üzerindeki etkisini inceleyen bir modeli geliştirip test etmiştir ve aynı zamanda polikronisite ve çalışanın iş performansı arasındaki ilişkide stres etkenleri olarak müdür, iş arkadaşı ve müşteri nezaketsizliğinin düzenleyici etkilerini de düşünmekteyiz. Bilgiler, Kuzey Kıbrıs'ta bulunan dört ve beş yıldızlı otellerdeki ön büro çalışanlarından elde edilmiştir.

Elde edilen sonuçlar, polikronisitenin çalışanlarda yüksek iş performansını tetiklediğini ortaya koymaktadır. Müşteri nezaketsizliği olumsuz ve önemli ölçüde iş performansını etkilemekte olup ayrıca polikronisite ve iş performansı arasındaki ilişkiyi düzenlemektedir. Yani, müşterinin aşırı nezaketsizliği polikronisite ve iş performansı arasındaki olumlu ilişkiyi güçsüzleştirmekredir. İş arkadaşının nezaketsizliği iş performansını etkilememektedir yani başka bir deyişle; iş arkadaşının nezaketsizliği polikronisite ve iş performansı arasındaki ilişkiyi düzenleme de başarısız olmuştur. Müdürün nezaketsizliği iş performansını etkilememektedir ve polikronisite ile iş performansı arasındaki ilişkiyi düzenlemektedir. Yani, müdürün aşırı nezaketsizliği polikronisite ve çalışanların iş performansları arasındaki pozitif ilişkiyi güçsüzleştirmektedir. Yönetimsel tavsiyeler, teşvik etmek için öneriler ve daha sonraki araştırmalar için yol gösterme vurgulanmıştır.

Anahtar Kelimeler: Polikronisite, Müdürün Nezaketsizliği, İş Arkadaşının Nezaketsizliği, Müşteri nezaketsizliği, Ön Büro Otel Çalışanları, İş Performansı

To My Loving Mother

ACKNOWLEDGMENT

I would like to appreciate my dear supervisor, Prof. Dr. Hüseyin Araslı, who was extremely generous with his proficiency and precious time. I am deeply grateful to him for his unlimited support and supervision in order to complete this study. His countless feedbacks, enlightening comments, meetings and valuable guidance motivated me and helped me in every part of the process. I believe I have greatly benefited from his Knowledge, experience and his wisdom.

I wish to thank A. Mohammed Abubakar for his consideration, general interest and assistance in developing some points in this study.

In addition, I would like to thank a number of my generous friends who had always stood by me in hard times. I appreciate them for the important role they have played in my life with their unconditional supports and motivation.

Finally, my heartfelt gratitude goes to my loving mother, Mahnaz Nejati Amiri, a strong and gentle soul who taught me to believe in myself, and has been supporting and encouraging me in every single moments of life to pursue my dreams and successfully achieve them. This thesis and whatever I am would not have been possible without her endless love. I want to dedicate my thesis to her as a sign of her important role in my academic achievement as well as in my life.

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Chapter 1

INTRODUCTION

1.1 Introduction

Today, there is an intensive competition in the service environment, due to the fact that customers expect the highest level of service quality and it is a top priority in hospitality organizations; frontline employees are in charge of delivering such service quality.

In addition to frontline employees' problems such as insufficient job resources, organizational politics, role stressors, and anti-social work hours (i.e., working long hours or weekends), they have frequent face-to-face or voice-to-voice interactions with customers so they have the main role in service-delivery and complaint-handling processes (Costen and Salazar, 2011; Yavas et al., 2011; Matusitz and Breen, 2009). Especially, these problems are more crucial for tourism destinations like North Cyprus as a new developing destination where tourism and hospitality industry is an important key for the economy and an essential part of the overall gross national product (Arasli et al., 2013; Alipour and Kilic, 2005; Altinay et al., 2002).

It is a well-known fact that the tourism industry is at a rapid pace with ever-changing work environment (Wenhao, 2015). Consequently, in order to have a proper fit between the employees and the organization, employees in the hospitality industry

have to own appropriate personal characteristics and preferences which fit well with their organizational requirements (Jang and George, 2012).

Unfortunately, hospitality industry suffers from high turnover rate which not only leads to direct monetary costs, but also generates hidden costs such as unsatisfied customers and discouraged coworkers (Wenhao, 2015). Nevertheless, employees can deliver poor services to customers and hinder service improvement efforts, if they are not engaged in their work which negatively affects customer retention strategies. Bakker et al. (2004) revealed that employees' disengagement erodes their performance. In fact, employees' job performance is a critical factor in determining an organization performance. Individuals with high performance are capable of sustaining organizational competitive advantage (Dessler, 2011; Ladoand Wilson, 1994).

The positive impact of polychronic orientation is related to job performance and it negatively impacts role ambiguity (Fournier et al., 2013). Frontline employees are expected to deal with multiple tasks simultaneously, thus the importance of polychronicity is clear. Specifically, investigation of polychronicity in frontline employees is critical, because there is an expectation that such employees would succeed in tasks that are challenging and stressful (Jang and George, 2012; Kaufman-Scarborough and Lindquist, 1999). Further, June and Mahmood (2011) indicated that there is a significant relationship between person-job fit and employee job performance.

The notion of person-job fit (i.e., ability to respond to multiple requests) and employee job performance support the contention that polychronicity matters in the

hospitality industry. Polychronicity refers to the participation in two or more tasks simultaneously (Hall, 1983, pp.45). For instance, handling scheduled and unscheduled events at the same time e.g., phone calls, helping coworkers and/or customers dropping in without appointments. However, it is different from multi-tasking which refers to "situations where individuals are asked to shift their attention between several independent but concurrent tasks (Mattarelli et al., 2015).

Workplace incivility is "low-severity deviant behavior to harm the object with unclear intention which breaks workplace mutual respect standards" (Andersson and Pearson, 1999, pp. 457). It is represented by impolite, rude, or disrespectful actions. Coworker and customer incivility are two main sources of incivility. Supervisor's incivility refers to uncivil behaviors that are initiated by individual supervisor, such as hurtful comments, "snippy" emails, gossip, and deliberately avoiding (Reio, 2011). Incivility committed by one's coworker include negligence to say "thank you" or "please" to fellow coworker, raising one's voice or ignoring others (Pearson, Andersson and Wegner, 2001). Customer incivility is the same as coworker incivility; the only difference is that the culprit is an external entity in the organization. Van Jaarsveld et al. (2010) stated that "treating an employee in an uncivil way (e.g., impoliteness, speaking in a discourteous or offensive manner)" from customers is referred to customer incivility.

1.2 Purpose of the Study

The current literature review highlighted that mistreatment from customer, supervisor and coworker have been studied individually and have shown negative impact on employee well-being, and there is a little knowledge about their joint effects. The purpose of the current study is to address this dearth in research by

investigating the linkage between polychronicity and job performance, and the moderating effects of the three forms of incivility, supervisor, coworker and customer as social hindrance stressors.

This study addresses polychronicity as a crucial employee attribute in dealing with workplace stressors and employee job performance in a hotel context. We believe that the results of the current study would provide useful managerial implication, such that hotel managers would be able to minimize the effect of incivility in the hotel industry.

1.3 Contribution of the Study

This empirical study contributes to current knowledge in 3 important ways: First, based on COR theory, polychronicity is a personal trait that enables employees to enhance their job performance (Cochrum-Nguyen, 2013). It is interesting to note that very little is known about the relationships between polychronicity and job performance in the hospitality management literature.

From the perspective of frontline employees, such a gap is observed in several researches (Arasli and Daskin, 2013; Jang and George, 2012; Arndt et al., 2006) who recently examined polychronicity relationship to job satisfaction and intention turnover. The hospitality management literature shows empirical investigations that concentrate on personal resources affecting job outcomes like job performance (Paek et al., 2015; Yavas et al., 2011; Xanthopoulou et al., 2007). Nevertheless, empirical evidence regarding the effect of polychronicty on job performance is still sparse.

Second, the content of recent studies indicates that there are only few studies on workplace incivilities in the relevant literature. These voids are also noticeable in the

hospitality management literature. Accordingly, this study gauges the simultaneous moderating effects of customer, coworker and supervisor incivilities on the relationship between polychronicity and job performance.

A synthesis of the hospitality management literature depicts the fact that few studies investigated the stress variables (i.e. incivility variables) as moderators in the relationship between polychronicity and job performance based on COR theory. Hur et al. (2015) recommended that supervisor or coworker incivility should also be clearly examined as it may have greater effect on employees' psychological well-being and customer-related outcomes. Similarly, Sliter et al. (2012) noted that supervisor incivility, as another source, should be examined explicitly because it may have greater effects on these objective variables. This study attempts to address the call made by previous scholars, and to fill the research gap.

Lastly, recent studies on polychronicity and incivility have been conducted in different industries (Kirchberg et al., 2015; Holm et al., 2015; Tastan and Davoudi, 2015) and USA regarding applicability and validity of polychronicity concept and incivility construct; conducting these researches in other industries and geographies are very important.

1.4 Thesis Outline

On the next section of the current study, the theoretical underpinnings are presented as well as conceptual model which guides the survey. Then hypotheses based on the theoretical underpinning are proposed. After that the methodology of the study is described. It is followed by the results of the empirical study. Finally, we concluded with the implications of the results and direction for the future research.

Chapter 2

TOURISM AND NORTH CYPRUS (TRNC)

2.1 Tourism Development

Tourism development contains destinations, origins, motivations and impacts, and also the complicated relationship between all the people and organizations of that linkage, global supply and demand system (Pearce and Zahra, 1992). Tourism development has been identified as a double-edged sword for host communities because, although it makes benefit, but it charges cost as well (Jafari et al., 2001).

In fact, host communities develop their perception toward tourism base on assessment of these benefits and costs. Tourism development positively and negatively can influence host community. These impacts have been classified as socio-cultural, environmental, and economic impacts (Farrell and Twining-Ward, 2005).

When local people perceive that tourism development supports environment protection process and tourism resources can be used as recreational facilities, they will show positive attitudes (Inui et al., 2006). In other hand, local peoples' attitudes towards tourism may be negative if they perceive that the tourism impacts are negative and their host community resources are decreased because of tourists' activities (Inui et al., 2006).

2.2 The Cyprus Island

The Cyprus Island is the third largest one among other Mediterranean islands after Sardinia and Sicily. Cyprus is divided into two parts; Northern and Southern which North includes Turkish Cypriots and South includes Greek Cypriots. This separation took place in 1974 by the Turkish peace operation and seizure of Northern part of the Island which has not significant effect on holiday-makers (Thomas Cook Publishing, 2011).

Cyprus is a multicultural Island with mixture of various cultures (Turks, Romans, Greeks, Venetians, and the British) that have influenced the island's history. Cyprus is geographically closer to the Muslim World. Its distance to Turkey is 69 km, to Syria is 95 km, and to Athens is 800 km (Thomas Cook Publishing, 2011, p. 6; Sunflower Books, 2013, p. 5).

Figure 2.1: Cyprus- Geographic position in the world
Source: en.wikipedia.org

2.3 Geography of North Cyprus

In the northern area of the Cyprus Island, Turkish Republic of North Cyprus (TRNC) is positioned with 161 kilometers long and has an area of 3,354 km2. Approximately one-third of the whole Island is occupied by the Northern Cyprus part. Based on Kontorovich (2014) geographical position of North Cyprus is latitudes 34 degree and 36 degree north with longitudes 32 degree and 35 degree east. Its neighbor countries are Turkey to the north, Egypt to the south, Greece to the west, Syria and Israel to the east, and the Greek Cypriot Administration to the south of the border.

Figure 2.2: Cyprus- Geographic position and neighbors
Source: en.wikipedia.org

The Kyrenia Mountains in the North Cyprus with 130 km long is located in parallel with the coastline of Kyrenia (Kontorovich, 2014). About the seasonal weather, it is important to note that North Cyprus has a cool and rainy winter and fresh and short time spring which are followed by hot and scorching summer and finally a short time autumn with strong winds.

Figure 2.3: Cyprus Island map
Source: newworldencyclopedia.org

The 294,906 people as a total population have reported by the United Nations (UN) for the North Cyprus in 2011. Turkish is the official language and local people speak Turkish with Cypriot dialect; although they widely understand and speak English. The main religion is Sunni Islam and about99 percent of the people are Muslims.

Northern Cyprus consists of five main districts and areas and 28 sub-sectors within these five areas (Kontorovich, 2014). Girne or Kyrenia as a harbor town is located next to Besparmak or the Five Finger mountains in the North, Karpaz Peninsula is situated in the East in the Iskele region, Gazimagusa or Famagusta that is positioned in the eastern coastline, Guzelyurt is in the west, and Lefkosa or Nicosia which is divided into south and north, is the capital of Northern Cyprus (Kontorovich, 2014). Nicosia is the largest city in Cyprus Island and it is the main business center of this island at the same time. This city (Nicosia) is the capital and seat of Republic of Cyprus government.

Figure 2.4: Northern Cyprus districts
Source: www.trnc.biz

The British period (1878-1960) is a very important period for Cyprus Island that has a major influence on the Island through British rules and standards when Cyprus announced a Crown Colony in 1925.

Cyprus becomes an Independent Republic in 1960. Although there were different difficulties in the history of this Island but today everything is changed. Turkish Cypriots and Greek Cypriots open doors to each other and cross the border between north and south without restrictions to visit friends, relevant, go sightseeing and shopping. (Thomas Cook Publishing, 2011, p. 10-15).

2.4 Economy of North Cyprus

In spite of the small size of Northern Cyprus, it has one of the highest growth rates between European countries. Comparing to the other European countries, North Cyprus growth rates was very fast during the economic crisis (see figure 2.5). By estimated economy growth of 3.70% in 2014 and 2.8% in 2013, North Cyprus is even faster than the Republic of Cyprus. In addition, there is declining in the

unemployment rate which was 8.3% in 2014 and 3.18% was the inflation rate in June 2015 (TRNC State Planning Organization, 2015).
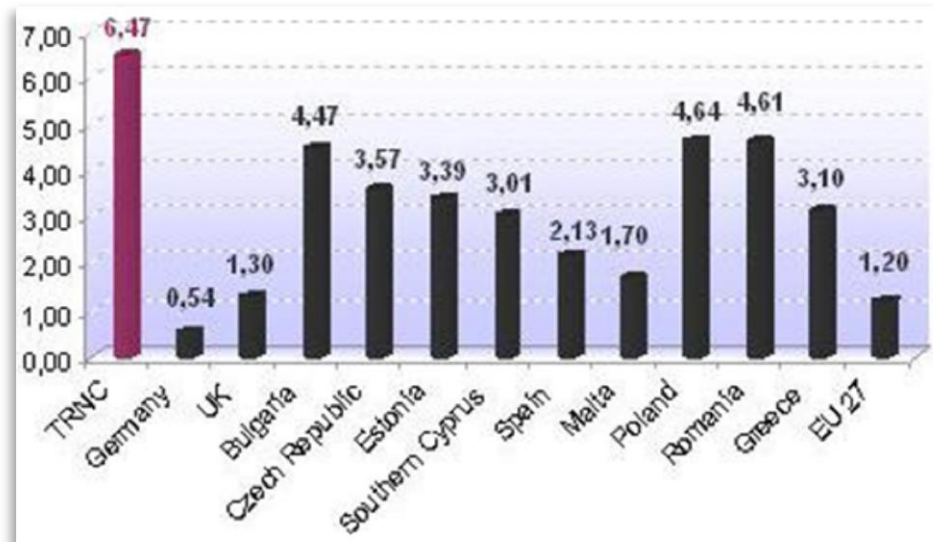
Figure 2.5: TRNC versus other European Countries-Annual Growth Rate
(2003 to 2009)
Source: SPO and Euro state, 2010

Economy structure in North Cyprus has transferred from agriculture to industry and tourism during the last 30 years. The economy operation is based on free market system. However, Turkey financially supports TRNC. For instance based on economic protocol in 2005, Turkey provided loans and financial assistances (450million dollars) in 2013 for three years (Kontorovich, 2014). The most developed industry in North Cyprus is tourism and service sector followed by agriculture and the other industries like manufacturing and distribution support service industry (Figure 2.6). Among different service sectors, tourism and higher education are considered as the leading sectors. In fact, more than 70 % of the GDP is related to tourism industry and in North Cyprus's Current Accounts in Balance of Payments, tourism and higher education net income are the two major evenue sources.
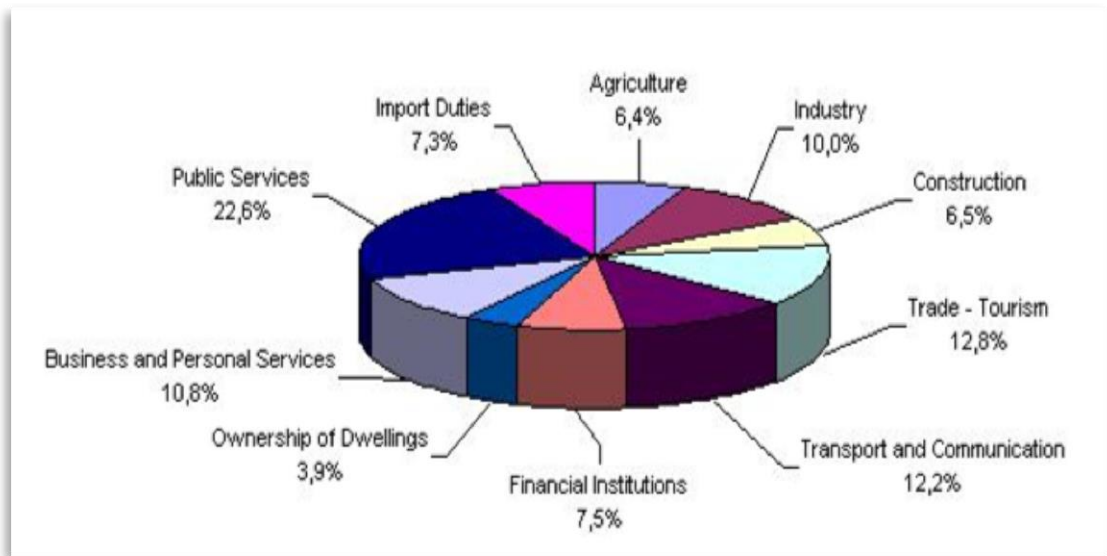
Figure 2.6: Different Sectors' GDP in Northern Cyprus
Source: worldbank.org

2.5 Tourism in North Cyprus

Tourism as one of the driving sectors strongly influences the economic development of North Cyprus. Based on the report of the tourism ministry in April 2013, the hotels occupancy had 9% increasing comparing to last month and a total 13% comparing to the last year. In their report, they also announced that there is rising in total tourism arrival from 112.645 in 2009 to 180.775 in 2013.

The capital of tourism in North Cyprus is Kyrenia wherein there are various hotels, entertainment centers, shopping centers, and energetic nightlife. Most of the arrival tourists are from Turkey who account for more than 60% of total, followed by tourists from Britain, Russia, Germany, the Netherlands, Poland, Austria, Belgium, Italy and the Scandinavian countries.

It is important to note that the Northern part of the Island has not been recognized as an independent country by the world (except for Turkey), therefore its two airports

(Geçitkale and Ercan) have not been recognized internationally because of the political reasons. Based on this, all the flights (international and domestic flights) run via Turkey. In spite of structural problems and the shortage of direct flights from Europe, there are a number of other tourism opportunities in North Cyprus for the visitors including 5 and 4 star luxury hotels or holiday villages, golf courses, casinos, sun, sea and sand tourism, scuba, harbor and castles, camping, turtle and bird watching, go-carting, horse riding, Cypriot handcrafts, folk dancing, cultural Festivals, cuisine and traditional coffee houses, religious tourism, and cultural and historical tourism.

Traditionally, North Cyprus has been identified as an attractive destination for its beach holidays partly due to the fact that it has been considered as an unspoiled area and partly because of its temperate weather, wealthy history and stunning nature as rich sources of attraction. Particularly eco-tourism, as a significant sector, has been developed in North Cyprus since tourists go there for cycling, hiking, bird watching, and sightseeing. The other developed sector is casino tourism which has a significant contribution to the economy in North Cyprus. Casinos started to work in the 1990s and from the start point, they become very popular among Turkish visitors and the visitors from the rest of the island where there is a long-standing ban on gambling and casinos are prohibited (Katircioglu, et al., 2007).

In 2005, tourism industry contributed to the GDP through 145 million dollars, and established around 8000 jobs. In 1996, the Deputy Prime Ministry and the State Ministry started the tourism master plan study which is called "Tourism Development Plan". Tourism development in northern Cyprus was generated by attracting more foreign tourists, raising the average length of stay of visitors in

tourist structures, expanding bed capacity, decreasing seasonal instabilities, raising tourism incomes, enhancing domestic tourism, adopting mass tourism, applying effective marketing, and organizing education programs on tourism.

2.5.1 Sun, Sea and Sand Tourism in North Cyprus

The beautiful beaches are the one of the main significant feature of North Cyprus tourism. All of them can be found exclusively the coastlines that divide into different areas (Simon, 2013).

Figure 2.7: Golden Sands Beach in Northern Cyprus
Source: welcometonorthcyprus.co.uk

More than half of the island's 240 miles of coastline is possessed by North Cyprus which includes a good mix of sheltered bays, golden sand, and secluded rocky coves. North Cyprus beaches can be categorized in three groups: Golden Beaches consist of many hotels and resorts like Acapulco Hotel, Club Locca, Escape Beach, Cornaro Beach Club and Tatlisu etc. Karpaz Peninsula is one of the longest and well known beaches in the whole Island. The other long beach is Barfa that includes Kaya Artemis Hotel. And the Eastern Coast which includes Salamis Conti Hotel, Palm Beach and Glabsides Beach.

2.5.2 Educational Tourism in North Cyprus

Educational tourism development is based on the accessibility to more desirable knowledge learning, technical quality, and higher level of teaching techniques in foreign countries. The main purpose of this type of tourism is to acquire knowledge about destination culture, social issues and market, and learning professional work skills in a different location (Padurean and Maggi, 2011).
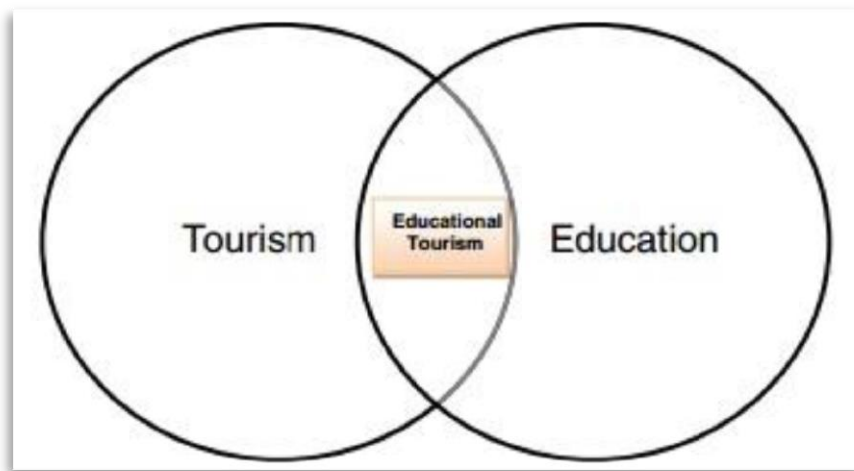
Figure 2.8: Educational Tourism
Source: Abubakar et al., 2014

Today, people are seeking new experiences, social cultures and norms. In other hand, many countries around the world are making a large investment in education with the aim of tourism; majority of the organizations tend to introduce their programs with English language with the purpose of raising their market share (Padurean and Maggi, 2011).

Edu-tourism in today globalized world, points to the event in which individuals, with the aim of obtaining intellectual services, travel across international borders (Padurean and Maggi, 2011).

To begin educational programs in English, raises the organizations' competitive advantage and open the doors to achieve more audiences (Padurean and Maggi, 2011).

One of the main service sectors in North Cyprus is higher education sector which contributes to the current economy and operates to attract more students from several various countries. For instance in 2011 the income received from this well-developed education sector was 400 million dollars. The names and locations of the 11 universities in North Cyprus can be seen in table 2.1.

Table 2.1: List of universities in North Cyprus

Name	Location	Location Name in Turkish	Since
Eastern Mediterranean University	Famagusta	Gazimağusa	1979
Girne American University	Kyrenia	Girne	1985
Near East University	Nicosia	Lefkoşa	1988
European University of Lefke	Lefka	Lefke	1989
Cyprus International University	Nicosia	Lefkoşa	1997
Middle East Technical University	Morphou	Güzelyurt	2005
University of Mediterranean Karpasia	Nicosia	Lefkoşa	2010
Istanbul Technical University	Famagusta	Gazimağusa	2011
Çukurova University	Iskele	İskele	2012
University of Kyrenia	Kyrenia	Girne	2013
British University of Nicosia	Kyrenia	Girne	2014

There were 9 universities in North Cyprus with 63,765 students from 114 countries in these nine universities in 2013. This number of students increased to 70,004 in 2014 including 15,210 Turkish Cypriots students; 36,148 from Turkey; 18,646 international (Gusten, 2014). Recently 2 new private universities were established in Kyrenia; University of Kyrenia and British University of Nicosia.

Eastern Mediterranean University (EMU) is the most important one among these universities which is ranked as the best university in the whole island and also Webometrics ranked it among the top 500 universities in Europe. There are more than 1000 faculty members in EMU from 35 countries and 15,000 students study at EMU come from 68 different nationalities.

Chapter 3

LITERATURE REVIEW

3.1 Polychronicity

According to Poposki and Oswald (2010), polychronicity refers to an individual's preference for changing attention among continuing tasks, rather than concentrating on one task and complete it at first and then shifting to another task which was first investigated as a cultural variable by Edward T. Hall (1959) in his book, "The Silent Language". Hall's belief was that polychronic individuals prefer doing a number of activities at the same period of time and hence practice their preference (Wenhao, 2015). In fact, people in polychronic cultures have a tendency to conduct several different things at a time and it is infrequent for them to commit themselves to only one task at once. In such cultures, it seems that people have no problem to leave not completed tasks behind. For example polychronic cultures can be seen in the Latin America, and the Mediterranean (Hall, 1983; Hall and Hall, 1990).

In spite of the fact that polychronicity and multitasking are regularly seen as related, they are quite different phenomena (Konig and Waller, 2010). Polychronicity is an unchanging individual difference variable that indicates how people are different in their general preference for multitasking. On the other hand, multitasking is a dynamic phenomenon, something that "happens" (Roe, 2008) as people accomplish two or more tasks at the same time. In fact, the definition of multitasking can be as concurrently performing two or more tasks and duties within a certain period of time.

This term emerges from computer science (Kelman, Shah, and Smaalders, 1996), where it refers to dealing with corresponding processes that need the same resources. Simultaneity does not describe a situation wherein all of the resources are completely used and shared from the starting point to the end of the period. During the same period, it is possible to carry out overlapping tasks sporadically and switching between them. Therefore, task switching in people is intrinsic to multitasking as well as in computers. The significant role of polychronicity in forecasting job performance has been shown in differential research (Kantrowitz et al., 2012). Similar to preference, polychronicity is a trait, but multitasking is a behavior that can change with different work conditions, job demands, and the person's physical or mental condition (Kirchberg et al., 2015).

In general, polychronicity is defined as "the extent to which people in a culture: (1) prefer to be engaged in two or more tasks or events simultaneously; and (2) believe their preference is the best way to do things" (Bluedorn et al., 1999). Palmer and Shoorman (1999) declared three specific dimensions related to polychronicity include time use preference, context, and time tangibility.

According to Palmer and Shoorman (1999) the time use preference dimension of polychronicity described as how much people simultaneously prefer to involve in multiple tasks. Some authors indicate time use preference as task-switching which means the preference and practice for moving back and forth among different tasks at a specific time (Frei et al., 1999).

Arndt et al. (2006) mentioned that the task is easier to manage if it is routine and task switching considers leaving an unfinished task to start another one. Thus, based on

this logic, a polychronic-oriented person could efficiently engage in and switch among multiple tasks by moving between or among activities in a given time.

For context dimension of polychronicity, Hall and Hall (1990) suggested the concept of high context against low context as a method of realizing varied cultural orientations. In high-context culture people are deeply involved, a social hierarchy structure exists, and there is a strong self-control among individuals about their inner feelings. Simple messages with deep meaning could greatly share information. In other hand, in a low-context culture, individualization is common among people and they are alienated and fragmented to some extent, and their involvement with others is relatively low. In fact, context is a main subject for Hall in his polychrinicity examination. This view is the same as Palmer and Schoorman's (1999) view who frequently used polychrinicity and context interchangeably. In polychronic cultures like Latin America and the Middle East, people are easy-going, less worried about spending time for an activity, and have a tendency to handle a number of tasks simultaneously (Gong, 2009). polychronic cultures are results-oriented, instead of sticking to the present time action. Consequently, these cultures are connected with high-context cultures (Wenhao, 2015).

The other dimension of polychronicity is time tangibility. Poposki and Oswald (2010) defined it as the extent to which time is perceived as being quantifiable (for example is it segmented or flowing) within a culture. Hall (1959) in his description of polychronicity indicated tangibility as a commodity and explained time as a tangible resource that can be controlled and managed; it is able to be saved, wasted, or spent and even can be bought or sold. In polychronic cultures, time is seen as a non-stop flowing river with endless edges from past to future, less structured,

unbroken, and not kept strict schedules. Consequently, time intangibility is recognized in polychronic orientation.

Particularly, polychronicity is important for frontline employees because in hospitality industry, they are the face of the firm and in order to respond to customers' demands, they have to deliver the high-quality services and successfully cope with possible future problems (Karatepe and Kilic, 2007). Frontline employees, who do not possess these skills, have the tendency to deliver poor services, hinder effective service-delivery process and service recovery efforts. According to Rich et al. (2010), polychronic frontline employees show higher level of customer service and job performance by investing their understanding, emotional, and physical energies through work engagement.

3.2 Workplace Stressors

Stressor refers to event, restriction, requirement or opportunities that are perceived as a source of strain by individuals who may or may not show negative reaction to these stressors. Job stress means that a person experiences pain and discomfort as a consequence of his or her work situation. Typically, it happens when in the absence of balance between job resources and demands (Beehr, 1991; Lazarus and Folkman, 1984). Have a numerous interactions with others (coworkers, customers and supervisors) in the workplace, is a critical part of most employees' daily work life. Nevertheless, social interactions in the workplace are not always satisfying (Park et al., 2015). Impolite and thoughtless behaviors or judgment made by individuals at work, have been connected to distress factors, such as job dissatisfaction, depression, and burnout (Lim and Lee, 2011; Sliter et al., 2010; Cortina et al., 2001).

Workplace stressors may arise because of interpersonal conflict, lack of autonomy, forceful job demands, and any other thing that is perceived as stressful situation (Spector and Fox, 2002). These stressors are used as an assessment of the situation, which may cause counterproductive behavioral or psychological reaction (Lazarus and Folkman, 1984).

When individuals encounter with incivility in the organization and experience it as targets or as witnesses, they may affected by several negative behavioral, physiological and psychological outcomes (Francis et al., 2015). Previous research reported that low-quality relationships between supervisor and subordinates create a relative problem for subordinates in terms of job benefits and career development (Vecchio, 1997). Perhaps, supervisor incivility may harm employee's well-being. For instance, when supervisors humiliate, tease, curse at, gossip about, or shun their subordinates in public, the targets of this mistreatment become less likely to remain productive or display work engaged behavior (Pearson and Porath, 2005). It has shown that Incivility has a negative effect on some important organizational outcomes such as job performance (Porath and Pearson, 2010), job satisfaction (Reio and Ghosh, 2009), and organizational commitment (Lim and Teo, 2009).

Kern and Grandey (2009) considered coworker incivility as a type of social stressor. There is a linkage between coworker incivility and a large number of negative outcomes, like diminished psychological well-being (Lim and Cortina, 2005), increased burnout (Laschinger et al., 2009) and self-reported withdrawal behavior (Lim and Cortina, 2005). The factors that result in job stress are classified into (1) external organizational factors like customer relationship and customer incivility, and (2) internal factors like coworkers behavior and coworker incivility. As social beings,

employees need connection with others to remain involved, productive and happy (Fiske, 2009). In fact, reliant on coworkers is one of the characteristics in many service jobs, while employees are dealing with customers. For example, a cashier in a fast food may experience customer incivility, if the snacks served are not the same as the customer's order (Sliter et al., 2012).

Empirical evidence suggested that customer interpersonal conflict is more strongly related to personal and organizational outcomes, than coworker incivility (Sliter et al., 2011). The prevalence of customer incivility would have a remarkable cost to the organizations. Therefore, due to experiencing multiple sources of incivility, a large number of service jobs might be considered "at-risk" particularly when employees are reliant on each other for serving customers (Sliter et al., 2012).

Close connection between service employees' performance and customer encounters may cause to the fact that customer withdrawal can be manifested in diminished motivation to provide desired customer services (Won-Moo Hur et al., 2015). In spite of the fact that customer satisfaction as a success key is absolutely critical for organizations in a consumer-oriented economy, but excessive emphasis on this concept may induce a power gap between customers and service employees (Rafaeli et al., 2012; Harris and Daunt, 2013).

Based on the stress literature, when there is a perception of work-related stress among employees in the organization, employees will respond to this stress through one of following four ways: exit, voice, loyalty and neglect (Hon et al., 2013a; Withey and William, 1989). Van Dyne and LePine (1998) and Hon et al (2013b) found that stressed employees generally tend to show active response such as voice

or exit the organization, or passive response such as loyalty and neglect. They may leave the organization (exit), stay in such a workplace but try to make a better work environment by suggesting ideas for improvement (voice), they may also remain in the organization with passive response like accepting the condition without any effort for improvement (loyalty), or remain but minimizing their work efforts and passively showing withdrawal behaviors (neglect) (Hon, et al., 2013a).

3.3 Challenging vs. Hindrance Stressors

Several studies have asserted that harmful job outcomes arise from stressors, and different types of stressors may lead to different behavioral outcomes. Based on transactional theory of stress, stress appears from a transaction between a person and his/her environment (Lazarus and Folkman, 1984). Individuals have an assessment about demands and resources regarding to their well-being (Judge and Colquitt, 2004; Lyon, 2012).

Based on this theoretical reference, demands can be challenging or threatening. Two types of stressors classified by (Cavanaugh et al., 2000) include challenge and hindrance stressors. Cavanaugh et al. (2000) defined Challenge-oriented stress as a stress that generates challenges and gives a feeling of achievement or fulfillment. Required job demands like time pressure, high level of responsibilities, workloads and attention are examples of challenging stressors (Shin-Huei Lin et al., 2014; Podsakoff et al., 2007).

Nevertheless, challenge stressors create positive emotions and encourage personal growth, and individuals assess it as motivating and try to meet challenging demands (Crawford et al., 2010). According to Cavanaugh et al. (2000) employees perceived

challenge stressors as an opportunity for personal development and accomplishment; hence their job satisfaction may increase.

Hindrance-oriented stress refers to stress that gives feelings of restricted personal development and job-related achievement provoked by organizational politics, role ambiguity, and job insecurity (Cavanaugh et al., 2000). This type of stressors is considered as harmful stressors and therefore negatively connected to employee performance and job satisfaction and, and positively associated to turnover intention and searching new job (Cavanaugh et al., 2000). In fact, this type of stressors result in strain and negative job outcomes due to its ability to create negative feelings and individuals evaluate them as menacing and obstacles to their personal growth and goal achievement (Podsakoff et al., 2007). This study will focus on hindrance stressors from a social perspective.

3.4 Job Performance

Excellent employee performance is significant and pleasant in all organizations and industries, but in the hospitality industry as a labor-intensive industry, it has a crucial role since employees are an essential part of service delivery and form the core of the service experience (Paek et al., 2015). Babin and Boles (1998) defined job performance as "the level of productivity of an individual employee, relative to his or her peers, on several job-related behaviors and outcomes".

As a critical factor, employee job performance has a key role in determining organizational performance (June and Mahmood, 2011). Individuals with high level of job performance will be able to help their organization to sustain its competitive advantage by achieving its organizational strategic aims (Dessler, 2011).

When employees experience a high level of engagement with their job in their workplace, they tend to perceive job satisfaction and feel a séance of emotionally attachment and higher commitment to their organization. Consequently, such perception and experience will lead them to set higher performance goals (Paek et al., 2015). Human resource management practices like empowerment and rewards as the major indicator of high-performance work practices can strongly influence and encourage work engagement and help organization to create a pleasant working environment which results in advanced job performance (Paek et al., 2015; Karatepe, 2013).

According to Rich et al.'s (2010), polychronic frontline employees show high levels of job performance and customer service by investing their understanding, emotional and physical energies through work engagement. The extant literature revealed that challenge stressors have the tendency to increase employees' job satisfaction, organizational commitment, and overall job performance (LePine et al., 2005; Podsakoff et al., 2007) and decrease the level of employees' tendency to leave the organization (Boswell et al., 2004).

3.5 Component of Conservation of Resources (COR) theory

Conservation of resources (COR) theory provides a basis to understand the relationships between stressors and the effects of them on different job outcomes (Hobfoll, 1989).

Based on Sliter et al. (2012) incivility is a type of social stressor and social resources are important component of (COR) theory. According to this theory, resources are 'objects, personal characteristics, conditions, or energies that are valued by the

individual or that serve a means for attainment of these objects, personal characteristics, conditions, or energies (Hobfoll, 1989, p.516). The main component of the COR theory is that individuals look for obtaining, maintaining, preserving and fostering resources (Hobfoll, 1989, 2001) in order to used them whenever they need to cope with stressors. In fact, as one of the principles of the COR theory "people must invest resources in order to protect against resource loss, recover from losses, and gain resources" (Hobfoll, 2001, p. 349).

In general, valued resources are always limited, and employees seek to conserve these resources or avoid their loss. Factors like favorable social interaction may raise the resources availability (Hobfoll, 1988). Negative interaction with customers (e.g., offensive comments, dealing with uncivil customers or having an unsuccessful transaction) is seen as a resource loss.

Naturally supervisors or coworkers are expected to provide support to their colleagues. Uncivil supervisors or coworkers' actions are seen as a game changer in the sense that social respect framework is violated. In this view an uncivil supervisor or coworker strips resources from an employee rather than providing which is also a resource loss. In the dark tenets of COR theory, employees seek to restore loss resources by reducing performance (Hobfoll, 1988) and subsequently withdrawing (Sliter et al., 2012).

3.6 Conceptual Model

Figure 3.1 presents the conceptual model and hypotheses to guide the present study. This conceptual model is developed and tested the effect of polychronicity on job performance among frontline employees in hotel industry. Additionally, consistent

with this model, the moderating role of three hindrance stressors -supervisor incivility, coworker incivility, and customer incivility- is examined in the relationship between polychronicity and job performance.
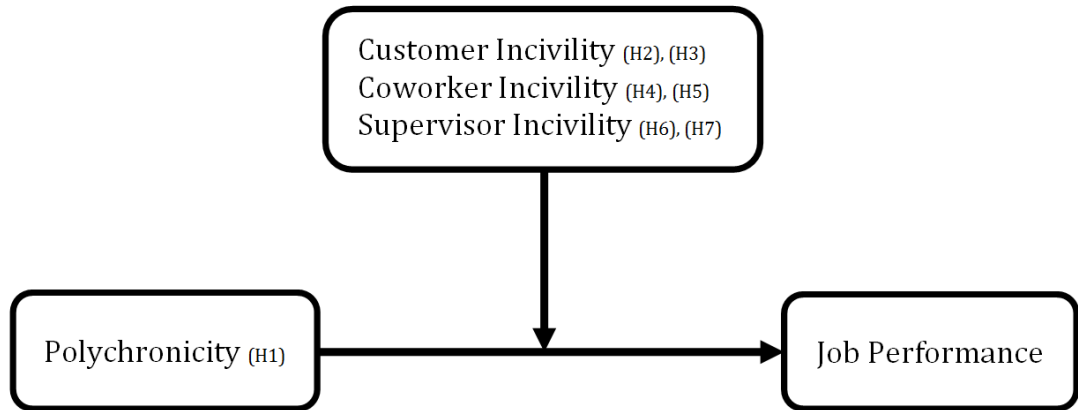
Figure 3.1: Conceptual Model

Chapter 4

RESEARCH HYPOTHESES

4.1 Polychronicity and Job Performance

After decades of research (Hall, 1983; Hall and Hall, 1990), Hall compared individuals with mono-chronic and poly-chronic cultures. The authors claimed that those with polychronic culture lived happier but they are less productive. Recently, Fournier (2014) measured the relationship between stress and performance among salespersons; the author found that salespeople with a polychronic profile tend to experience less stress in their work and perform better than their coworkers. Some researchers argued that the nature of the job is significant in order to recognize the relationship between polychronicity and work performance (e.g., Conte and Jacobs 2003; Harrison and Martocchio, 1998; Judge et al., 1997).

Due to the fact that polychronic employees are problem-focused, they can successfully manage challenging service encounters. For instance, while dealing with a customer, polychronic front desk agents are expected to consider other customers' requests simultaneously. Such employees do not consider multiple tasks as an interruption; it has been proved by empirical evidence that such employees have positive outcomes from attitude and behavior point of view.

Based on a study conducted by Karatepe et al. (2014), it is determined that challenge stressors can foster affective organizational commitment and job performance via

work engagement among hotel frontline employees. Consequently, polychronic employees who work in the hospitality industry feel more comfortable when the organization expects them to involve in multiple activities through switching among tasks in order to provide high quality customer services.

Specifically, prior studies discovered that polychronic employees experienced high job satisfaction, and display lower level of turnover intention (Jang and George, 2012; Arndt et al., 2006), higher job performance (Conte and Gintoft, 2005), and creativity innovative performance (Madjar and Oldham, 2006). Evidence of hotel industry in North Cyprus indicated that polychronic frontline employees with high level of engagement in their work displayed higher in-role and extra-role performances (Karatepe et al., 2013).

Thereby, polychronic employees have high propensity to display extra-role behavior and more job satisfaction as suggested by (Daskin, 2015). In line with previous researches, a positive relationship between polychronicity and job performance is suggested. Thus, the following hypothesis was proposed:

Hypothesis 1: Polychronicity is positively related to job performance.

4.2 Moderating Role of Customer Incivility

Polychronic employees can manage multiple tasks within a given period of time (Arndt et al., 2006) and due to their natural disposition to focus on multiple tasks, polychromic employees are work engaged (Karatepe et al., 2013). As a result, such employees accomplish their service-delivery tasks and complaint-handling processes. Work engagement refers to "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli et al., 2002, p. 74).

The character of vigor refers to high levels of energy and mental resilience while working, and the desire to invest a lot of efforts in one's work, and be persistent when facing with problems.

Specifically COR theory claims "…excessive demands and/or insufficient resources within a particular role domain or better domains can result in negative reaction and dysfunctional behaviors" (Shaffer et al., 2001). The paucity of resources (i.e. polychronicity) in the work place may prevent an employee to reach expected or higher job outcomes (high job performance). COR theory posits that front line employees are always faced with customers, supervisor or coworkers incivilities which are resulted from the service characteristics and the employees try to protect their personal resources (i.e. multitasking, high energy, time, or engagement) in order to achieve their performance objectives or keep their positions in a scarce environment like hospitality industry in North Cyprus.

Customer mistreatment, defined as "low-quality interpersonal treatment which is perceived by employees from their customers" (Wang et al., 2011) and it can happen every day as a common occurrence for service job employees all around the world (Judge et al., 2009; Grandey et al., 2007; Grandey et al., 2004; Glomb, 2002). Negative customer behavior may cause frontline employees to show violent service sabotage (Browning, 2008). In sum, customer incivility affects employee well-being, which in turn affects their job and life satisfaction and the latter performance. Sliter et al. (2012) declared that customer incivility may decrease employees' sales performance. Thus, the following hypotheses were proposed:

Hypothesis 2: Customer incivility is negatively related to job performance.

Hypothesis 3: The relationship between polychronicity and job performance will be moderated by customer incivility, such that higher customer incivility will weaken the positive relationship.

4.3 Moderating Role of Coworker Incivility

It seems that employees increasingly experience incivility in the new millennium workplace. For example, more than 70% of employees reported that they have experienced incivility at work (Cortina, 2008; Cortina et al., 2002; Cortina et al., 2001).

It has been found that high level of stressors associate with physiological problems and lower job performance (Guarinoni et al., 2013; Motowidlo et al., 1986). Similarly, Gilboa et al. (2008) discovered a negative linear relationship between role overload and job performance which is consistent with previous literature (Orpen and Bernath, 1987; Jackson and Schuler, 1985; Behrman and Perrault, 1984; Cohen, 1980).

Frontline employees, especially in service job teams, need social acceptance and support from colleagues. Therefore, when coworkers' behavior is unpleasant and unwelcoming, social respect and support are broken and the network is imbalanced (Andersson and Pearson, 1999). In turn, this results to employees' exhaustion and exposes them to health problems (Kobayashi et al., 2008; Whitaker, 2001).

Interpersonal conflict between coworkers is seen as one of the most significant stressors (Keenan and Newton, 1985). In addition, because of the nature of job that service frontline employees have and its inherent stress, coworker incivility causes additional stress for them. Thus, the following hypotheses were proposed:

Hypothesis 4: Coworker incivility is negatively related to job performance.

Hypothesis 5: The relationship between polychronicity and job performance will be moderated by coworker incivility, such that higher coworker incivility will weaken the positive relationship.

4.4 Moderating Role of Supervisor Incivility

Supervisor incivility may reduce employee performance, this is because effort is required by performance, and resources are required by effort (Hobfoll, 1988, 1989). When dealing with uncivil supervisors results in draining resources by a person, that person might be without the sufficient resources to perform well in other areas. Hostility is one type of uncivil behavior that has been extracted from frustration with others (Neuman and Baron, 1998).

Unfortunately, there is not much empirical research connecting supervisor incivility to performance. Hutton and Gates (2008) demonstrated that it is costly when healthcare staff suffered from supervisor incivility. Such behavior cost US$1,484 per registered nurse and US$1,235 per nursing assistant in lost productivity.

Fox and Spector (1999) proposed that supervisors and coworkers frustrating and uncivil treatments lead to a lot of unproductive organizational outcomes such as low level of job performance and high level of absenteeism, yet do not examine these outcomes in their theoretical model. Therefore, the following hypotheses were proposed:

Hypothesis 6: Supervisor incivility is negatively related to job performance

Hypothesis 7: The relationship between polychronicity and job performance will be

moderated by supervisor incivility, such that higher supervisor incivility will weaken

the positive relationship.

Chapter 5

RESEARCH METHODOLOGY

5.1 Sample and Procedure

Convenience sampling technique was employed in this study. The respondents were full-time frontline employees in the four and five-star hotels in Northern Cyprus. They also had intense face-to-face or voice-to-voice interactions with guests and were expected to respond to a number of customer requests and problems in challenging service encounters.

Based on the information acquired from the Ministry of Tourism at the time of this study, there are 15 five star hotels and 6 four star hotels in northern Cyprus (TRNC government report, 2015). All Five star hotels are chain hotels belong to foreign businessmen from Turkey and majority of the four star hotels are again foreign based organizations. Only some of the hotels belong to local families and even these organizations are bringing cheap labor from Russia, Nigeria, and Turkey.

Intuitively speaking, it can be concluded that there is a paternalistic and distance relationship between the top management and the frontline employees, since the majority of the top management members are mostly from Turkey or other countries, while the frontline employees are mostly from poor families in Turkey, Northern Cyprus, and foreigners from Africa and Russia.

In such hotels, frontline employees are faced with a lot of problems like role stress, work unsocial hours, extreme job demands etc. (Karatepe and Kilic, 2007).

The logic behind selecting four and five-star hotels is due to the fact that these hotels attract most of tourists in North Cyprus (Arasli, 2002). In fact four and five-star hotels in North Cyprus are the most desired establishments for tourists (Nadiri and Tanova, 2010; Nadiri, 2003). The rationale for selecting frontline staff is because of their frequent face-to-face or voice-to-voice interactions with guests and customers, which gives them an essential role to improve customer pleasure, build loyalty, reputation, profitability, and market share for the organization (Daskin, 2015; Kusluvan, 2003).

Prior to data collection, the hotel managements were contacted for permission, 6 five-star and 4 four-star hotels accepted to get involved in this study. According to the suggestion of Perrewe et al (2002), the questionnaire was developed in English and then back-translated to Turkish by two linguistic experts. 20 frontline employees participated in the pilot survey. The result shows that the questions were fully understood.

As a next step three hundred and fifty questionnaires were distributed to the respondents through their respective front offices. Completed questionnaires were sealed in envelopes to make responses anonymous and confidential.

This was done to decrease the potential threat of common method bias from the suggestion of Line and Runyan (2012) and Podsakoff et al (2003). Only 295 valid questionnaires were returned, resulting to 84% response rate and only 262 responses

were used for data analysis due to missing data, which is comparable to the sample size used in other studies conducted in the same location (e.g., Karatepe et al., 2014; Karatepe et al., 2013; Boles et al., 2001).

5.2 Measurement

In this study, **polychronicity** was measured via 10 items adopted from (Bluedorn et al., 1999). Sample item include "I like to juggle several activities at the same time". Polychronicity was measured on a five point scale ranging from strongly disagree to strongly agree. The standardized parameter estimates for the items loaded cleanly (.99, .56, .98, .85, .99, .57, .92); composite reliability (CR) =.95; average variance extract (AVE) =.74 and Cronbach alpha (α) =.93. Three items were eliminated during CFA.

Coworker incivility was measured via 4 items adopted from (Sliter et al., 2012). Sample item include "How often do coworkers ignore or exclude you while at work?", respondents were asked to rate how often they faced incivility from coworkers on a five scale measure ranging from Never to Very often. Item loadings includes (.50, .99, .97); CR=.89; AVE=.73; α =.99. One item was eliminated during CFA.

Supervisor incivility was measured via 4 items adopted from (Sliter et al., 2012). Sample items include "How often do supervisors ignore or exclude you while at work?" and "How often do supervisors do demeaning things to you at work?", respondents were asked to rate how often they faced incivility from supervisors on a five scale measure ranging from Never to Very often. Item loadings includes (.96, .94, .99, .97); CR=.98; AVE=.94; α =.99

Customer incivility was measured via 11 items adopted from (Sliter et al., 2012). Sample item include "Customers treat employees as if they were inferior or stupid", respondents were asked to rate how often they faced incivility from customers on a five scale measure ranging from Never to Very often. Item loadings includes (.56, .50, .71, .61, .63, .67, .68); CR=.82; AVE=.40; α =.94. Four items were eliminated during CFA.

Job performance was measured via 7 items adopted from (Babin and Boles, 1998). Some might argue that use of self-report measures may result in inflated results, but researchers (e.g., Churchill et al., 1985; Karatepe and Uludag, 2008) argued that job performance measurement by using a self-report measure does not inevitably result in systematic bias. Sample item include "I am a top performer". The construct was measured on a five point scale ranging from strongly disagree to strongly agree. Item loadings includes (.55, .70, .74, .68, .78); CR=.82; AVE=.50; α =.81. Two items were eliminated during CFA.

Demographic variables used in this study include gender, age, education, department and tenure (See appendix1 for details).

Chapter 6

ANALYSIS AND RESULT

6.1 Result

This chapter contains the results of measurement and model evaluation of the present study. As it was mentioned before, two hundred sixty two out of three hundred and fifty questionnaires were used for data analysis in this study (n= 262).

According to descriptive statistic (42%) of the respondents were between the ages of 25 and 34; 34% were less than 24 years old, 23% were between the ages of 35 and 44, and the rest were more than 44 years old. More than half of the respondents (54.2%) were males and majority (61.1%) of the respondents were working in 5 star hotels.

Thirty two percent of the respondents had 1 to 3 years of work experience, (31%) had 4 to 6yearsof work experience, (21%) had less than one year work experience and the rest had more than 6 years of work experience. About (59%) of the respondents were working in the front office and the rest were working in food and beverage department. For educational condition, almost (37%) of respondents had some college degrees, (35%) had bachelor degrees, (22%) had high school diplomas and the remaining had higher degrees. Demographic-related information and descriptive statistic is available in Table 6.1.

Table 6.1: Descriptive Statistic

	Frequency	Percent
Gender		
Male	142	54.2
Female	120	45.8
Total	**262**	**100**
Age Group		
Less than 24 years	89	34
25-34 years	110	42
35-44 years	60	23
45 years or more	3	1
Total	**262**	**100**
Educational Condition		
High school degree	58	22
College degree	97	37
Bachelor	92	35
Higher degree	15	6
Total	**262**	**100**
Department		
Front office	155	59
Food & Beverage	107	41
Total	**262**	**100**
Hotel Category		
4 star	102	38.9
5 star	160	61.1
Total	**262**	**100**
Work Experience		
Less than 1 year	55	21
1-3 years	84	32
4-6 years	81	31
More than 6 years	42	16
Total	**262**	**100**

In order to provide support for the issues of dimensionality, convergent and discriminant validity, all measures were subjected to confirmatory factor analysis (CFA). The initial results of the CFA provided low model fit statistics. Thus, three items from polychronicity, four from customer incivility, one from coworker incivility and two from job performance were deleted due to low standardized loadings (<0.50) . The results [Chi-square: χ^2 = 584.5; d.f = 293; p = .000; Goodness of Fit Index (GFI) = .87; Normed Fit Index (NFI) = .93; Comparative Fit Index (CFI)

=.96; Tucker-Lewis index (TLI) =.96; The Root Mean Square Error of Approximation (RMSEA) = .06, Relative χ^2= 1.99] shows that model conforms to the criteria's suggested by (Ullman, 2001; Byrne, 1994; Browne and Cudeck, 1993; Tucker and Lewis, 1973). The remaining item loadings exceeded .50; Cronbach's alphas were all above the benchmark of .60; CR and AVE were also above the benchmark of .50 (Hair et al., 1998). This does provides evidence of convergent and discriminant validity among our measures (See Table 6.3).

Means, standard deviations, and correlations of the study variables are presented in Table 6.2. As predicted, the relationship between polychronicity and job performance was positive and significant ($r = .20, p<.01$); while the relationship between customer incivility and job performance was negative and significant ($r = -.22, p<.01$). Thus, this provides a preliminary support for hypothesis 1 and 2.

Table 6.2: Means, Standard Deviations, and Correlations of Study Variables

Variables	1	2	3	4	5
1. Polychronicity	-				
2. Supervisor Incivility	-.079	-			
3. Coworker Incivility	-.073	-.026	-		
4. Customer Incivility	-.072[**]	.023	-.092	-	
5. Job Performance	.196[**]	.027	-.007	-.216[**]	-
Mean	4.36	1.77	1.41	1.90	4.13
Standard deviation	0.60	0.70	0.58	0.54	0.76

Notes: Composite scores for each variable were computed by averaging respective item score.

**Correlation is significant at the 0.01 level (two-tailed test)

The regression co-efficient shown in Table 6.3 indicates that the hypothesized structural model explicitly describes the role of the research variables in the study.

As expected hypothesis 1, polychronicity has positive and significant impact on job performance (β =.196, t=3.22). Thus, it provides a collateral evidence for hypothesis 1. The second hypothesis states that customer incivility is negatively related to job performance, the relationship is significant (β =-.190, t=-3.09) and hypothesis 2 received empirical support.

Table 6.3: Regression Weights

Variables(Job Performance)	β(t)	β(t)	β(t)	β(t)	β(t)
Step 1: (Direct effect)					
Polychronicity	.196(3.22**)	.166(2.70*)	.194(3.23**)	.191(3.15*)	.191(3.14**)
Step 2: (Moderators)					
Supervisor Incivility	-	.044(.737)	-	-	-
Coworker Incivility	-	-.012(-.194)	-	-	-
Customer Incivility	-	-.190(-3.09*)	-	-	-
Step 3: (Interaction Term)					
Poly*Supervisor Incivility	-	-	-.158(-2.63*)	-.160(-2.66*)	-.160(-2.66*)
Step 4: (Interaction Term)					
Poly* Coworker Incivility	-	-	-	.036(.589)	.035(.572)
Step 5: (Interaction Term)					
Poly* Customer Incivility	-	-	-	-	-.006(-.100)
F	10.34**	5.18*	8.76**	5.94**	4.44*
R^2	.038	.075	.063	.065	.065
$\Delta R2$	.000	.037	.012	.002	.000

Goodness-of-fit: χ^2 (293) = 584.5, p = .000; GFI = .87; NFI = .93; CFI = .96; TLI = .96; RMSEA = .06; Relative $\chi2$= 1.99

Notes: ** Correlations are significant at the .001 level. * Correlations are significant at the .01 level.

Hypothesis 3 states that customer incivility will moderate the relationship between polychronicity and job performance, the results show that the relationship is not significant (β =-.006, t=-.100) but it dampens the strength of the positive relationship between polychronicity and job performance (See Figure 6.1). Relying on this effect as well as the strength of the correlation analysis in Table 6.2, hypothesis 3 received empirical support as we had proposed.

Figure 6.1: Interaction term for hypothesis 3

The fourth hypothesis states that coworker incivility is negatively related to job performance, and according to the results, the relationship is not significant (β =-.012, t = -.194), and thus hypothesis 4 was rejected.

Hypothesis 5 in this study states that coworker incivility will moderate the relationship between polychronicity and job performance, based on the result the relationship is not significant (β =.036, t=.589). Accordingly, hypothesis 5 was also rejected (See Figure 6.2).
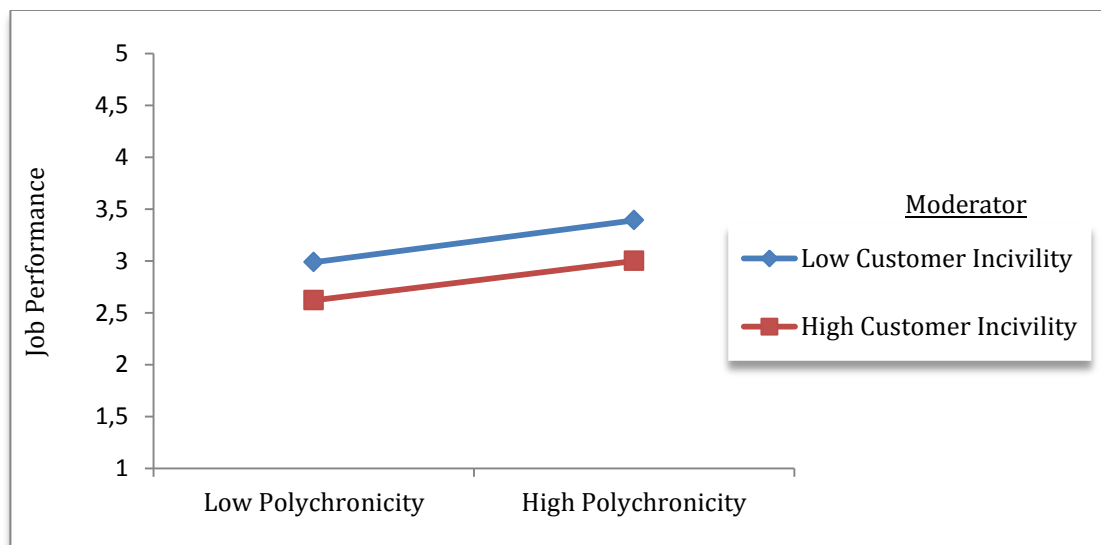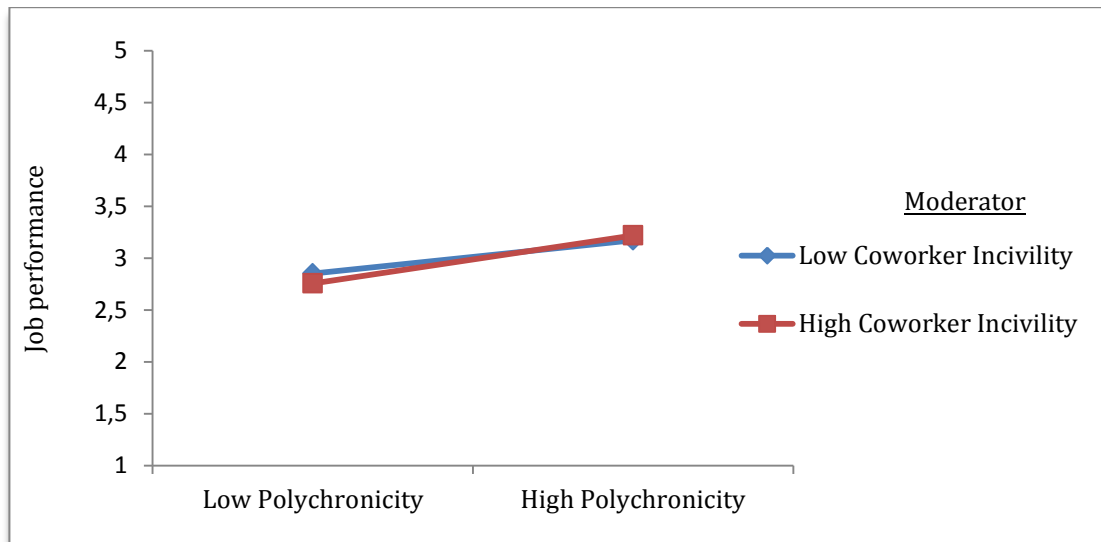
Figure 6.2: Interaction term for hypothesis 5

The sixth hypothesis states that supervisor incivility is negatively related to job performance, the relationship is not significant (β = .044, t= .737), and thus hypothesis 6 was rejected. Hypothesis 7 states that supervisor incivility will moderate the relationship between polychronicity and job performance, the relationship is negative and significant (β = -.158, t = -2.63). Thus, supervisor incivility dampens the strength of the positive relationship between polychronicity and job performance, and hypothesis 7 received empirical support (See Figure 6.3).

Figure 6.3: Interaction term for hypothesis 7

Chapter 7

DISCUSSION

7.1 Discussion

In this study, a new conceptual model was developed which examined the positive linkage between polychronicity and job performance of frontline employees in 4 and 5-star hotels in Norther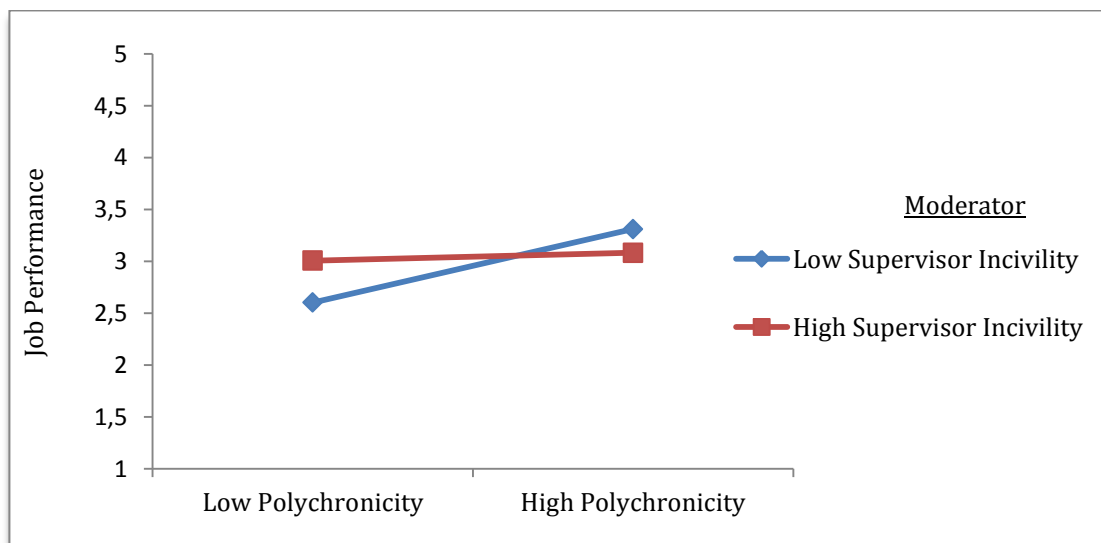n Cyprus. In addition, the moderating role of customer, supervisor, and coworker incivility as social workplace stressors were examined.

Data analysis showed that there is a positive relationship between polychronicity and job performance; in line with previous study (Cochrum-Nguyen, 2013). This suggests that polychronicity can stimulate job performance in the hotel industry. Thus, hypothesis 1 gained empirical support. In this view, having polychronic frontline employees is an advantage for the hotel management, because such employees display higher job performance in service delivery process; and such employees are assets most hotels want in the industry.

Hypothesis 2 suggests that customer incivility will negatively influence job performance, the result support this notion. Previous researches have shown that customer incivility affects sales performance negatively (Sliter et al., 2012) and customer service performance negatively (Sliter et al., 2010). This study sought to extend these results to job performance. Hypothesis 3 received empirical support, because the result showed that customer incivility moderated the relationship

between polychronicity and job performance. This means that, the presence of high customer incivility weakens the performance of polychronic front line employees.

The results showed that coworker incivility did not have any influence on employee's job performance. Previous research also supported the notion but with sales performance (Sliter et al., 2012). Hershcovis and Barling (2010) also pointed out that coworker aggression is less likely to affect performance when compare with supervisor aggression. Therefore, it seems reasonable that employee dealing with considerable coworker incivility would either come to work late or abstain from work (Sliter et al., 2012) rather than reducing his/her performance. Another explanation is that if they are late, it may in fact perpetuate a spiral of incivility, as a form of revenge against the uncivil coworker "Tit for Tat" (Andersson and Pearson, 1999). Thus, hypothesis 4 was rejected.

Coworker incivility did not moderate the positive relationship between polychronicity and job performance, and this stressor was not perceived as an important social hindrance stressor for polychronic employees in the frontline office. As a result hypothesis 5 was rejected; this explanation has support from a theoretical point of view. One reason coworker incivility failed to have any impact is because peer-to-peer incivility is weaker than supervisor incivility or customer incivility (Folger, 2001). Second, because customers are a more irritant source of events than coworkers at workplace (Totterdell and Holman, 2003). A third factor might be high power distance in Northern Cyprus organizations.

Hypothesis 6 suggests that supervisor incivility will negatively influence job performance. The result was negative and non-significant. This is surprising as

scholars have argued that incivility from one superior will affect his/her productivity (Hutton and Gates, 2008), performance and satisfaction (Fox and Spector, 1999), and commitment (Lim and Teo, 2009). Other researchers suggested that incivility from supervisor (normal or cyber) was related to the development of turnover intentions among staff (Ghosh et al., 2013; Giumetti et al., 2012).

Hershcovis and Barling (2010) showed that supervisor's perpetrated aggressions have moderate effect on performance, but psychological distress was significantly worse in employees who experience supervisor aggressions. Therefore, it seems reasonable that employee dealing with considerable supervisor incivility would have higher job search behavior, psychological distress or turnover intentions, since they cannot regain the lost resources. It can be argued that power and justice dissimilarities may give a reason for the different effects expected in current study. For instance, Vecchio (1997) noted that low quality relationship with supervisor often put an employee in disadvantage concerning work benefits and career development in the focal organization.

Hypothesis 7 states that supervisor incivility will moderate the relationship between polychronicity and job performance. The relationship was negative and significant; this suggests that supervisor incivility as social stressor moderates the relationship. Such that, higher degree of supervisor incivility may diminish polychronic employees' job performance.

7.2 Theoretical Contribution

The current empirical study provides a number of theoretical contributions to the hospitality management literature in the following ways. *First,* this study starts to fill

the gap in this area by answering the demand for more research and study on the connection between performance and incivility (Estes and Wang, 2008). *Second*, the current research emphasizes on the role of polychronicity in hotel industry; specifically this study signifies the crucial role of polychronic frontline employees in delivering superior performance. *Third*, this study was the first to consider the joint effect of customer, coworker, and supervisor incivility as important social stressors in the hotel industry. *Fourth*, the findings show how these stressors can influence the performance of polychronic employees in the hotel industry.

Chapter 8

IMPLICATION AND CONCLUSION

8.1 Managerial Implication

This study makes several worthwhile implications for hotel managers. Accordingly, the conceptual model of this study shows that polychronic frontline employees display high job performance. Thus, hotel management must put extra effort to retain such employees by offering both monetary and non-monetary incentives, ranging from attractive career opportunities for improvement, appropriate HR policies, fair payment and benefits, and effective rewarding system. Another important way to motivate polychronic frontline employees is managerial encouragement to have reasonable, clear and prompt feedback mechanisms in which employees' job performance will be fairly evaluated.

Based on the important role of having polychronic individual in frontline service jobs in hotels, managers should focus on appropriate recruitment system to hire right candidates by considering potential employees' ability, skill, knowledge, interpersonal relationship, multiple tasks handling, and heavy workload coping capacity. So human resources management should write suitable job descriptions, recruit convenient people, and match them to appropriate tasks based on their skills and abilities. Although, it is not legally defensible to test whether an employees is polychronic or not and/or uncivil or not, management have to find some ways to employ the right people, since the nature and culture of the job is polychronic in the

hospitality industry. Therein background checks, and interviews matched regarding past polychronic behaviors by superiors, and practical test should be conducted before employment e.g. scenarios can be given, stress interviews can be conducted etc. A handful number of research have supported the notion that anti-bullying policies (Caponecchia and Wyatt, 2011), profiling of and screening for potentially abusive employees (Day and Catano, 2006), investigation of informal (Hershcovis and Barling, 2006) and formal (Hoel and Einarsen, 2011) reports/issues could act as both intervention and prevention mechanism for uncivil workplace behaviors.

Polychronic employees could be committed to the organization by job enrichment (raising employee satisfaction by redesigning job) and job enlargement (making a more challenging position by increasing job tasks and responsibility). Also managers should delegate authority and empower these employees in order to motivate them to be innovative and create new ideas to improve service delivery processes. It can increase extra-role customer service behaviors and result in higher organizational performance.

Hotel management can implement policies that simultaneously advocate "customers are always right" and "employees are also right". That is firms can try to balance the support for both parties (customer and employees). This is because previous findings (e.g., van Jaarsveld et al., 2010; Yagil, 2008) have warned against the one-sided policy "customers are always right". Perhaps, a zero-tolerance policy is a good idea for management to consider toward uncivil customers. For example in some firms there are introduced emotion sensors in order to monitor the emotional state of each customer which can signal the necessity for supervisor intervention. Two, empowering a front-desk or call center employee to terminate a transaction or call

due to uncivil behavior without negative effects the employee's performance metrics (Shin, 2006). Although in most firms call center employees are forbidden from ending a call without consideration of the customer's behavior, in some organizations such as Sprint and ING Direct, there are severe measures to keep employees safe from offensive and insulting customers by "terminating" them automatically (Esfahani, 2004; Twiddy, 2007).

As we know the essential role of team working in hotels, managers should establish collaboration spirit throughout the organization; especially for the frontline employees, the importance of teamwork should be fostered in training and retraining programs in order to keep the harmony among group members including polychronic people to raise productivity. Hotel managers should provide an environment in a way that employees in other departments be helpful and supportive for front office employees who play a vital role as a face of the organizations.

Keeping employees safe from uncivil customers can help protect employees from rapid increasing in job demands and higher levels of emotional exhaustion, which together result in employee incivility toward customers. In addition this strategy can provide higher service quality for customers since they will not be affected by employee incivility.

Further, firms can also offer technical skill enhancement workshops e.g. training supervisors and coworker's on how to treat their colleagues, and how to communicate civilly via technology-supported activity like the Internet, due to the fact that have a communication with snippy and abrupt email can be as detrimental as face-to-face encounters (Lim and Teo, 2009). It seems that such trainings and

workshops will dampen the propensity of uncivil behaviors. Specifically, supervisors need to lead by example, which in turn will assist in creating the standards, procedures, and regulations, to guide behavior (Reio and Ghosh, 2009).

8.2 Conclusion

In this study a new conceptual model was developed and the positive linkage between polychronicity and job performance was examined among frontline employees in 4 and 5-star hotels in Northern Cyprus. Additionally, the moderating role of social stressors (customer, coworker, and supervisor incivility) was investigated in the hotel industry.

The findings of the current study indicates that polychronicity enhanced the job performance of front line employee and that not all form of incivilities have direct effect on employee's job performance. Customer incivility may reduce the job performance of employees, while coworker and supervisor incivility did not; suggesting that these forms of incivility are related to other organizational outcomes. Customer and supervisor incivility moderated the linkage between polychronicity and job performance; such that higher level of these incivility dampen the positive relationship. Although all the forms of incivility have detrimental effects on employees and organizational outcomes, the current findings suggest that practitioners should pay more attention to customer and supervisor incivility, if they want outstanding performance from employees in the hospitality industry.

8.3 Limitation and Future Research

The current study is not without limitations. First, the sample is limited to 4 and 5 star hotels in North Cyprus. Thus, the scope and generalization of the results should be viewed with caution. Conducting a similar research in other service sectors like

restaurants, travel agencies, and airlines may provide collateral evidence to the current findings. Cross-sectional data may infer causal relationship in the model.

Future researches should use a longitudinal approach. This study focus on a single country, as such it would be great to encourage other researchers to conduct similar study in other countries and also in other industries regarding to have different results. Investigating the outcomes of incivility will be fruitful, because this may offer hotel managements with insight on how to curb workplace deviant behaviors in scenarios, where incivility cannot be completely eradicated. For instance, measuring the relationship between incivility, employee cynicism and service sabotage will significantly contribute to the current literature.

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APPENDIX

Appendix A: Sample of Questionnaire

Dear respondent,

This questionnaire is the assessment procedure which includes evaluations by coworkers. We are inviting you to take part in this project. The purpose of this evaluation is to provide constructive feedback that will make better understanding of frontline employees' job condition in hotel industry. Please Think about your job now and select the option that best describes your answer. <u>Select only one option for each statement please.</u>

A. Think about your customers& choose the best option for following statements: (Customer Incivility)

	Never	Rarely	Sometimes	Quite often	Very often
1. Customers treat employees as if they were inferior or stupid					
2. Customers show that they are irritated or impatient.					
3. Customers do not trust the information that I give them & ask to speak with someone of higher authority.					
4. Customers make comments that question the competence of employees.					
5. Customers make personal verbal attacks against me.					
6. Internal or external customers make unreasonable demands.					
7. Customers make comments about my job performance.					

B. Think about your coworkers & answer to the following questions: (Coworker Incivility)

	Never	Rarely	Sometimes	Quite often	Very often
1. How often do coworkers ignore or exclude you while at work?					
2. How often do coworkers raise their voices at you while at work?					
3. How often do coworkers do demeaning things to you at work?					

C. Now, think about your supervisor. & answer to the following questions: (Supervisor Incivility)

	Never	Rarely	Sometimes	Quite often	Very often
1. How often do supervisors ignore or exclude you while at work?					
2. How often do supervisors raise their voices at you while at work?					
3. How often are supervisors rude to you at work?					
4. How often do supervisors do demeaning things to you at work?					

D. **To what extent do you agree or disagree with the following statements? (Polychronicity)**

	Strongly Agree - - - - - - - - - - - - - - - - - Strongly Disagree				
1. I like to juggle several activities at the same time.					
2. I would rather complete an entire project every day than complete parts of several projects. (R)					
3. I believe people should try to do many things at once.					
4. I believe it is best to complete one task before beginning another. (R)					
5. I believe it is best for people to be given several tasks & assignments to perform.					
6. I seldom like to work on more than a single task or assignment at the same time. (R)					
7. I would rather complete parts of several projects every day than complete an entire project.					

E. **Think about yourself. To what extent do you agree or disagree with the following statements? (Job Performance)**

	Strongly Agree - - - - - - - - - - - - - - - - Strongly Disagree				
1. I am a top performer.					
2. I am in the top 10% of frontline employees here.					
3. I get along better with customers than do others.					
4. I know more about services delivered to customers than others.					
5. I know what my customers expect better than others.					

F. **Complete this section with your personal information.**

Your gender: ☐ Male ☐ Female

Age group: ☐ Less than 24 years ☐ 25 - 34 years ☐ 35 - 44 years ☐ 45 years or more

Your educational condition: ☐ High school diploma ☐ College degree ☐ Bachelor ☐ Higher degree

Your department: ☐ Front Office ☐ Food & Beverage

Hotel's category: ☐ Five-star Hotel ☐ Four-star Hotel

How long have you worked in your present job for your current employer?

☐ Less than 1 year ☐ 1-3 years ☐ 4-6 years ☐ More than 6 years

Thank you for your participation in our study & for completing this questionnaire.