The Impact of Servant Leadership on Job Outcomes: The Mediating Role of Work Engagement

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ABSTRACT

 This thesis explore the relations between servant leadership with work engagement, extra role behavior and job burnout. It can also be used to examine the mediation effect of work engagement on the relations between servant leadership and extra role behavior, servant leadership and job burnout. The suggested model was tested by data collection from hotel employees working in the front line of the hotel in Antalya, Turkey. 219 employees behind the counters from four and five stars hotels accepted to take part in the survey during the summer 2014. These employees were selected from frontline office, food and beverage, and housekeeping departments that have the capabilities to interact efficiently with customers.

According to the results, servant leadership increases employee's work engagement and extra role behavior and decreases employees' burnout. Work engagement has positive relations with extra role behavior and negative relations with job burnout. Work engagement has a mediation effect on the relations that exist between servant leadership, extra role behavior and servant leadership with job burnout.

Keywords: Servant Leadership, Frontline employees, Extra Role Behavior, Work engagement, Job Burnout.

ÖZ

Bu ampirik calismanin amaci hizmet liderligi, is bagliligi, ekstra rol davranislari ve is tukenmisligi boyutlari arasindaki iliskileri incelemektir. Ayrica bu calisma is bagimliliginin hizmet liderligi ve ekstra rol davranislari ile tukenmislik boyutlari arasindaki iliskilere olan etkisni de olcmege calismistir. Bu calisma orneklem olarak Turkiyenin Antalya bolgesindeki 4 ve 5 yildizli otellerde 219 sinir birimi calisanlari ile 2014 yaz sezonunda gerceklestirilmistir. Bu calisanlar on buro, yiyecek icecek temizlik departmanlari gibi musterilerle yuzyuze iletisimi olan calisanlarla yapilmistir.

Arastirma sonuclarina gore hizmet liderligi is bagliligini ve ekstra rol performansini olumlu olarak artirirken tukenmislik sendromuna negatif bir etki gostermektedir. Is bagliligi ekstra rol performansi uzerinde onemli ve positif etki gosterirken is tukenmsligi boyutuna onemli bir negatif etki gostermektedir.Is bagimliligi, hizmet liderligi ve ekstra rol performansi arasinda arabulucu bir etkisi vardir. Ayni etki hizmet liderligi ve tukenmislik sendromu arasinda gorulmektedir.

Anahtar Kelimeler: Hizmet liderligi, sinir birimi calisanlari, ekstra rol performansi, is bagliligi, tukenmislik.

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LIST OF ABBREVIATION

SL	Servant Leadership
WE	Work Engagement
JB	Job Burnout
ERB	Extra Role Behavior
OCB	Organizational Citizenship Behavior
SLT	Servant Leadership Theory
COR	Conservation of Resource Theory
SET	Social Exchange Theory
LMX	Leader Member Exchange Theory

Chapter 1

INTRODUCTION

This chapter begins with a presentation of the thesis proposal and its philosophy. Then, chapter is followed by the definitions of the aim and main contribution of this empirical study. Furthermore, information about chapters will be presented.

1.1 Philosophy

This thesis proposes a conceptual model to examine the mediation effect of work engagement (WE) on the relations between servant leadership (SL), extra role behavior (ERB) and job burnout in frontline hotel employees. In this thesis, four widely known theories have been used including, conservation of resource theory (COR) (Hobfoll, 1989), servant leadership theory (Greenleaf, 1970), social exchange theory (Blau, 1964a; 1964b), and Leader Member Exchange theory (Dansereau et al., 1975) as theoretical frameworks to develop hypothesis and create a rational relationship between variable of study.

1.2 Purpose of Study

Today, because of challenged in business environments, organizations cannot be sufficiently successful when employees' roles are designed and they just perform their formal task (Leana and Meuris, 2015). Therefore, it is imperative for different organizations in which employees are involved in citizenship if these organizations want to achieve effectiveness, efficiency as well as, innovation (Organ, 1988; Wang et al., 2015).

The importance of extra role behaviors is highlighted particularly in hospitality because efficiency and service quality are a big challenge that hotel organizations are confronted with, particularly in luxury or 5- star hotels (Lee et al., 2011). Employees are confronted with a variety of customers in terms of demographic and culture comprises foreign customers, thus professional service and better service quality as well as job performance is considerably important (Hsieh and Ching, 2012), therefore they should engage more in extra role behavior (Raub 2008).

On the other hand frontline employees are confronted with role stressors. In addition, they are confronted with different problems like insufficient opportunities for training and development, low wage, extreme work overload and lengthy work hours (Karatepe and Sokman, 2006). Role stressors significantly increase burnout especially by means of emotional exhaustion and depersonalization (Hsieh, 2003). In turn, burnout reduces tendency for extra role behavior (Laing, 2010).

Servant leadership, as one of the most important organizational resources can help employees overcome stress and reduce burnout (Babakus et al., 2010). Also according to the servant leadership theory (Greenleaf, 1970) and social exchange theory (Blau, 1964a; 1964b), servant leadership has positive effects on extra role behavior.

The purpose of this thesis is to investigate how servant leaders have direct effect on frontline hotel employee's job burnout and extra role behavior. In addition, servant leadership due to its characteristics has positive affect on work engagement, engaged employees experience lower degree of job burnout (Maslach and Jackson, 1996) and they have more tendencies for extra role behavior (Christian et al., 2011), this study

examines the mediating effect of work engagement on the relationship between job burnout and extra role behavior in frontline hotel employees.

1.3 Contribution of Study

Most of researches regards OCB in hospitality focuses on restaurant employees (Cho and Johnson, 2008; Ravichandran et al., 2007). However, hotel employees should be more engaged in OCB because service quality is the first priority in this business (Raub, 2008).

There are a few researches that have studied relationship among servant leadership and OCB (Bambale, 2014). Through these studies, justice climate (Erhart, 2004); self-efficacy, service climate, commitment to the supervisor, justice climate (Walumbwa et al., 2010); regulatory focus (Neubert et al., 2008) were used as mediators between servant leadership and OCB. According to an extensive review in literature, this study contributes to the current knowledge by examining how servant leadership has an effect on extra role behavior through work engagement as well as the relationship between servant leadership and job burnout through mediating role of work engagement.

Although prior studies focus on leadership as an important factor which increases engagement (Shuck et al., 2012), most of the research has proved a relationship between other leadership style and work engagement such as transformational (Macey & Schneider, 2008) and Authentic (Walumbwa et al., 2010). However, there is less information on research regarding servant leadership's effects on engagement (Dierendonck, 2011).

Finally, although prior researches demonstrate organizational resources mitigate

employees' burnout, there is no sufficient about the effect of servant leadership on job burnout (Babakus et al., 2010).

1.4 Content of Thesis

 Current thesis has seven chapters. The first chapter explains some information about philosophy as well as purpose and contribution of study.

Second chapter mentions about recent tourism trends in the world, Turkey, and Antalya in order to provide better understanding of tourism conditions and its contribution particularly for Turkey in terms of tourism receipts and tourist arrivals. Understanding about contribution of tourism specifies how human resource management is important particularly in service industry.

Third chapter is about literature review; information regarding theories used in this thesis including servant leadership theory, conversation of resource theory, social exchange theory, and leader-member exchange theory are given. Also, some information about variable of study comprises servant leadership, work engagement, job burnout and extra role behavior.

Forth chapter describes the conceptual model and research hypothesis.

Chapter five includes information regarding methodology of this study including sampling, procedure, questionnaires, measures, and data analysis.

Chapter 6 is about results.

 Chapter 7 comprises of discussion, conclusion, implication and limitation.

Chapter 2

TOURISM TRENDS AND TURKEY

This chapter gives some information and evaluates tourism throughout the world, tourism trends in Turkey and finally tourism in Antalya which is a leading destination in the country.

2.1 World Tourism Trends

2.1.1 Mass Tourism Evolution

Improvement of mass tourism particularly on a global level from 1965 began due to different factors including economic, social, political also technological which had a direct or indirect effect on the process of tourism development. These factors are classified in the following seven ways (Vorlaufer, 1996).

1. Increasing income, people spend more money on tourism in comparison with the past years.

2. Decreasing work hours, in result people have more time to perform tourism activities or go on holiday.

3. Increasing senior citizens with higher travel experiences that have an effect on mass tourism.

4. Transportation facilities evolutions, such as cruises, railway, and motorization have increased the probability of longer trips around the world.

5. International traveling has been increased because of liberalization in immigration, and exchange regulations.

6. Alliance among hotels, airlines as well as tour operators has established a

global network in travel industry.

7. Innovations of information technology effect on global reservation and improved booking system.

2.1.2 Economic Contribution of Tourism

According WTTC (2012) direct contribution of tourism has increased 2.8% PGD in the world that calculated equal 1,972.8 billion US in 2011; also the total contribution of industry equals 6,346.1 billion US make 9.1 % of PGD in 2011. Direct contribution ascended 2.8% in 2012 then will grow 4.2 % annually until 2022. Moreover, total contribution ascended 2.8 % in 2012 and this growth will continue with 4.3 % every year up to 2022. Tourism industry directly created 98 million jobs around the world in 2011 that was 3.3% of the whole global employment. According WTTC employment due to tourism had a 3.3% growth in 2012 and will continue this growth with 3.6 % annually up to 2022. In addition, tourism industry creates 255 million jobs that are indirectly related to tourism. Visitor exports was 1,170.6 billion US and made 5.3% of world total export in 2011 with 1.7% growth in 2012 and will rise annually 3.6% up to 2022. Also, the total world investment regarding tourism were evaluated 743 million US in 2011 that was 5.3% of the whole global investment with 3.5 % growth in 2012 and will expect annually 5.1 % up to 2022 (WTTC, 2012).

2.1.3 Tourist Arrivals and Tourism Receipts

According to WTTC (2012) tourism arrivals together with tourism revenues continued its growth until the end of 20th century, but some negative events like the terrorist attack in 2001, epidemic of SARS in 2002; also Gulf war in 2003 decreased this growth. These incidents had reverse effect on tourism because people had fewer tendencies for traveling (Freitag and Pyka, 2009). From 2004 the industry started

recovering and growing at a high speed, with 900 million tourist arrivals as well as, 900 billion US tourism revenues in 2007. By the end of 2008 world tourism was faced with different problems because of world economic tension which resulted in the decrease of international arrivals as well as tourism revenues. Most people spent money just for essential products and not for traveling because they were afraid to lose their jobs due to the financial situation around the world (Freitag and Pyka, 2009). After these difficulties, in 2011 the tourism industry grew again and reached a record in tourist arrivals as well as, revenues (UNWTO, 2012). Table.1 demonstrates international tourism receipt in 2013, 2014 (UNWTO, 2015).

Table 1: International Tourist Receipt in 2013,2014 (UNWTO, 2015)

	Internatinal Tourism recept Local (% Change)				Maket Share %	Reciept (us) Bilion		Per Arrival	Reciept (Euro) Bilion		Per Arrival
	11/10	12/11	13/12	14/13	2014	2013	2014	2014	2013	2014	2014
World	4.6	3.9	5.1	3.7	100	1,197	1,245	1,100	902	837	830
Advanced economics	5.8	3.7	6.7	3.2	65.5	784	815	1,320	590	614	990
Emerging economics	2.5	4.4	4.0	4.6	34.5	413	430	840	311	324	630
UNWTO by regions											
Europe	5.0	1.9	4.2	3.6	40.9	491.7	508.9	870	370.2	383.1	660
North Europe	2.6	8.3	7.6	5.3	6.5	74.8	80.8	1,130	56.3	60.9	850
Western Europe	4.0	2.9	22	1.5	13.7	167.1	171.1	990	125.8	128.8	740
Estearn Europe	6.5	4.4	3.5	-0.8	4.6	60.3	57.7	480	45.4	43.5	360
Southern Europe	6.2	-0.4	4.8	62	16.0	189.5	199.2	930	142.7	150.0	700
Of-which	4.2	1.5	3.9	3.7	33.9	405.3	422.6	930	305.2	318.1	700
Asia & pasific	8.6	6.7	8.6	4.1	30.3	360.7	376.8	1,430	271.6	283.6	1,080
North east Asia	9.2	8.0	9.3	5.1	15.9	184.9	198.1	1,450	139.2	149.1	1,090
South-East Asia	13.3	10.7	10.8	0.4	8.6	108.2	106.8	1,100	81.5	80.4	830
Oceania	-3.6	-1.9	2.4	7.2	3.6	42.9	44.8	3,390	32.3	33.7	2,550
South Asia	11.9	-0.6	6.4	7.8	22	24.7	27.2	1,590	18.6	20.5	1,200
America	4.6	4.7	4.7	3.1	22.0	264.2	274,0	1,510	198.9	206.2	1,140
N.America	5.1	5.0	5.1	22	16.9	240.5	210.9	1,750	154.0	158.8	1,320
Carbbean	-0.8	1.6	4.0	6.1	22	25.4	27.1	1,210	19.1	20.4	910
C.America	7.4	8.3	3.4	7.5	0.8	9.4	10.2	1,060	7.1	7.7	800
S.America	5.3	4.0	3.2	5.7	2.1	24.9	25.8	900	18.7	19.4	680
Africa	2.3	6.0	2.6	2.9	2.9	35.5	36.4	650	26.7	27.4	490
N.Africa	-5.5	8.2	-1.0	3.4	0.8	10.2	10.6	530	7.7	8.0	400
Subsahara Africa	5.8	5.1	4.0	2.8	2.1	25.3	25.9	720	19.1	19.5	540
Middle East	-15.6	0.9	-6.9	5.7	4.0	45.2	49.3	970	34.1	37.1	730

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Regarding tourism revenues Europe had the biggest share about 406 billion US that made 44.2% of tourism revenues around the world in 2010, Asia and Pacific generated about 249 billion US with 27.1 % market share in second place. America with 182 billion and 16% share placed in third position. Middle East with 50 billion, and finally Africa by 32 billion US that made 5.5 % and 3.4 % share had fourth and fifth position in 2010 (UNWTO, 2011). World tourism receipt was US $919 billion in 2010 (UNWTO, 2011), US $1.07 billion in 2012 by 4.0% growth in compare with 2011 (UNWTO, 2013). Tourism receipt reached to US$ 1,197 billion in 2013 and 1,254 billion in 2014(UNWTO, 2015).

In tourist arrival emerging areas obtained enormous growth in comparison with famous regions but their market share didn't change considerably between the years of 1990-2010 (UNWTO, 2011). Europe lost 10% of its share but had its leading position; Americas' market share decreased 5% and came after Asia and Pacific with 9% increase in third place. Africa and Middle East positions changed, Middle East with 4% increase came fourth and finally Africa with 2% increase was fifth in world ranking in 2010 (UNWTO, 2011). The position of different continents has not changed between 2010 and 2014. Europe is ranked as first in tourism arrivals in 2014, Asia and Pacific are placed as second position. America maintains its third place. Africa and Middle East are located at the bottom of the table. Tourist arrivals in 2014 was 1,133 million with 4.7% growth and it will have 3-4% growth in 2015 (UNWTO, 2015).

Following table demonstrate world top ten countries in tourist arrivals and tourism receipt in 2013, 2014 (UNWTO, 2015).

Table 2: World Top Ten in Tourist Arrival and Tourism Reciept in 2013, 2014(UNWTO,2015)

International Tourist Arrival					International Tourism Receipt						
	Million		Change (%)			US billion		Change		Change (%)	
Rank	2013	2014	13/12	14/13	Rank	2013	2014	13/12	14/13	13/12	14/13
France	83.6	83.7	2.0	0.1	United State	172.9	177.2	7.0	2.5	7.0	2.5
United state	70.0	74.8	5.0	6.8	Spain	62.6	65.2	7.6	4.2	4.1	4.2
Spain	60.7	65.0	5.6	7.1	China	51.7	56.9	3.3	10.2	1.4	9.2
China	55.7	55.6	-3.5	-0.1	France	56.7	55.4	5.6	-2.3	2.1	-2.8
Italy	47.0	48.6	2.9	1.8	Macao	51.8	50.8	18.1	-1.9	18.1	-1.9
Turkey	37.8	39.8	5.9	5.3	Italy	43.9	45.5	6.6	3.7	3.1	3.7
Germany	31.5	33.0	3.7	4.6	United Kingdom	41.0	45.3	12.1	10.3	13.2	4.8
United Kingdom	31.1	32.6	6.1	5.0	Germany	41.3	43.3	8.2	5.0	4.7	4.9
Russia	28.4	29.8	10.2	5.3	Thailand	41.8	38.4	23.4	-8.0	22.1	-2.7
Mexico	24.2	29.1	3.2	20.5	Hong Kong	38.9	38.4	17.7	-1.4	17.7	-1.5

There are not considerable differences in position of countries in tourist arrivals in 2013 and 2014. France ranked as first; United State is in second position and Spain in third. Other countries maintain their positions, only at the bottom of table Mexico is in tenth position in 2014 instead of Thailand in 2013 (UNWTO, 2015).

United States and Spain maintain their positions in tourism revenue and are ranked as first and second in 2014, but the position of China and France have changed. China is ranked as third and France forth. Italy is in sixth position and Germany and Great Britain have changed. Great Britain ranked as seventh and Germany as eighth. Thailand ranked as ninth while in 2013 was in seventh position, Hong Kong went from eighth to tenth position. Finally, Turkey is not included in the top 10 in 2014. France, Macau, Thailand and Hong Kong have a decrease in tourism revenue (UNWTO, 2015).

2.2 Tourism in Turkey

2.2.1 Brief History of Tourism in Turkey

Turkey ranks amongst the top tourism countries worldwide due to the fact that it has managed to succeed in obtaining a significant share of international tourist arrivals (UNWTO, 2015). Although there are different factors that help Turkey to succeed, one of the greatest factors which contributed to this success were the government programs. The first program was for 1963-1967, while the most recent program was for 2007-2013. These plans focused on investment, macroeconomic targets, as well as social goals to develop tourism in the country. There is a considerable emphasis on tourism industry from fourth development program (Ozturk and Niekerk, 2014).

The initial four programs emphasized on attracting tourists through expansion mass tourism. The aim was to achieve economic sustainability by increasing the number of visitors of various destinations (Butler, 1980). Moreover, the third program (1973-1978) specifically focused on organizing all tourism development activities according to mass tourism's principles (Ozturk &Niekerk, 2014).

In the fifth program, although mass tourism was the first priority, other kinds of tourism such as historical, cultural, medical, festival, winter, as well as youth tourism were considered. In the sixth program enhancing quality in tourism products was emphasized as well as enhancing quality in infrastructure and overall quality in tourism industry were mentioned. In the seventh, eighth, and ninth programs most emphasis was put on extension tourism season through generating a new kind of tourism like golf, winter, health, conference, thermal, entertainment, and yachting tourism (Ozturk &Niekerk , 2014).

2.2.2 Different Kind of Tourism

This country offers charming and distinct cultural and rich diversity in natural resource. Turkey is one of the greenest countries in the world. It owns numerous natural wonders like terraces, thermal spring of Pamukkale, landscape of Cappadocia, and 33 national parks with about 9000 plant species and faunal diversity that indicate the richness of country in natural resource. Turkey with 1300 thermal springs holds second position in Europe. Turkey has a good potential and facilities for golf tourism. The wide mountainous and diverse territory of Turkey comprises an area with 800000 km2 that is restricted by 8000 km coastline which offers a good opportunity for swimming and Yachting, although the country also owns suitable areas which need improvement for mass and individual tourism. When compared with competitors, Turkey can offer plenty of distinct cultural values, different products, and natural sources to visitors. Moreover, this country has one of the most famous and richest kitchens worldwide, such as Turkish coffee, Turkish delight and also famous for its' Turkish baths and Turkish Carpets that provide strong strategic instrument for promoting tourism industry (Duman & Kozak, 2010).

2.2.3 Tourist Arrivals and Tourism Receipts

Although tourist arrivals are increasing (Table 3) during the past 10 years, the growth rate considerably declined, leading to a negative effect on Turkey's economic sustainability. In addition, decline in tourism receipt's growth is faster than decline in tourist arrival's growth. It indicates the breakability of the industry. Although declining of growth rate in tourism arrivals increases concerns, the major concern is related to decrease in receipt (Ozturk & Niekerk, 2014). Turkey ranks as 6 with more than 39 million tourists in 2014 (UNWTO, 2015) but the tourism revenue is below the average among top 10 countries (Ministry of culture and Tourism of Turkey, 2015).

Table 3: Turkey's Tourism Highlights 1990-2011 ,The World Bank 2014; Tourism Highlights 2012-2014,UNWTO 2013, 2015; Tourism Receipt 2012-2014, Ministry of Culture and Tourism of Turkey 2015

Year	Tourist Arrival	Tourist Receipt	Tourist Arrivals in Million	Change (%)	Total Receipt in Billions	Inflation	Total Receipt in Billion Real Value	Change (%)	Spending per Person
1990	Not in top 15	Not in top 15	6893	-	5203	68.79	583909871	-	-
2000	not in top 10	14	9586	39	7636	39.03	1510374584	159	158
2001	Not in top 15	11	10,790	12	10,067	68.53	1134061579	-25	105
2002	not in top 10	Not in top 10	12,790	19	11,901	29.75	3088259496	172	241
2003	Not in top 15	9	13,341	4	13,203	12.71	801944610	160	601
2004	not in top 10	8	16,826	26	15,888	9.35	13118220321	64	780
2005	not in	8	20,273	20	19,721	7.72	19721000000	50	937
2006	9	10	18,916	-7	18,533	9.65	14826400000	-25	784
2007	9	10	26,122	38	20'719	8.39	19064443385	29	730
2008	8	9	29,637	13	25'032	10.06	19209447316	1	648
2009	7	10	30,435	3	24'601	6.53	29084183767	51	956
2010	6	Not in top 10	31,396	3	24,784	6.40	29895700000	3	952
2011	6	Not in top 10	34,038	8	28,059	10.45	20728754067	-31	609
2012	6	Not in top 10	35.7		29,007				
2013	6	Not in top 10	37.80		32,309				
2014	6	Not in top10	39.80		34,305				

The average income for every tourist is $1,100 but just $ 743 for Turkey. Therefore, this country cannot make a considerable amount of money in comparison with competitors. From $1.75 trillion tourism receipt in world market in 2012, just a few western countries earned the most of this revenue and many countries including Turkey had a small share of total tourism expenditure (Ministry of Culture and Tourism of Turkey, 2015). Result of UNWTO 2015, demonstrates Turkey is not included in the top 10 countries in terms of international tourism receipts in 2014.

2.2.4 Tourism Strategy for 2023

Turkey has a comprehensive plan for tourism up to 2023 that was established by the Tourism Ministry in 2007. Through this strategy the country reduced seasonality in tourism by promoting product differentiation. The market focuses on visitors that

generate high income, moreover a considerably important point in the plan emphasizes on quality management, improving tourism education amongst tourism industry as well as customer satisfaction. In addition, enhancing service standard to increase income through customer satisfaction and enhance tourism receipt. The vision of industries is to focus on mass tourism but also with a specific attention to differentiation, reduce seasonality, better service quality, as well as attracting richer visitors up to 2023. This strategy doesn't propose that Turkey neglects mass tourism, because mass tourism has its advantages and by this new strategy the country can achieve higher revenues in various seasons with different products (Ministry of Culture and Tourism of Turkey, 2007).

Tourism strategy up to 2023 promotes health tourism, golf tourism, eco-tourism, winter tourism, congress, and expo tourism which are appropriate alternatives of tourism products in Turkey (Ministry of Culture and Tourism of Turkey, 2007)

2.3 Tourism in Antalya

2.3.1 Geography of Antalya

Antalya is located in the west Mediterranean area that also Isparta, and Burdur provinces. The region is restricted via Muğla and Denizli in the west, Karaman and Mersin in the East, Afyon and Konya in the North and finally the Mediterranean Sea in the South. West Mediterranean Region is also called the Lake Region. This region is well-known because of the vast variety of civilizations, geographic position, water resource, productive lands and various attractions. It covers 4.7 percentage of Turkey's whole area with about 2,592,075 populations that make 3.6 percentage of Turkey's total population (Bal and Sipahioglu, 2013).

2.3.2 History of Tourism in Antalya

In the late 60s and early 70s very few tourists visited Antalya, and during these times tourism was limited to busses and rarely air-craft. Primary tourists stayed in small buildings similar to farm-houses. After some time the number of tourists usually German visitors due to low and reasonable prices visited increased. At first there was a charter flight every week but later due to a considerable increase in demand from European customer, flights were increased to transfer those interested customers (Musellim, 2011).

Today, nearly 40 years later, Antalya has achieved the leading position in Turkish Mediterranean with more than 10 million tourists in 2014 (Ministry of Culture and Tourism of Turkey, 2015).Antalya airport is one of the busiest airports in the world and has about fifteen various flights to/from 75 destinations (ministry of Culture and Tourism of Turkey, 2015).

2.3.3 Tourism Potential of Antalya

Antalya is surrounded by the Taurus Mountains and Mediterranean Sea, also well-known as the Turkish Riviera contributes to the development of tourism in Turkey. The region due to its unique weather in some months of year for example in March or April creates opportunities for the use of both skiing in the morning and swimming in the warm water in the afternoon. Antalya has more than 600 km coastline and about 1000 hotels with 500,000 bed capacities .In addition, Antalya and its surroundings have a variety of cultural, historical, and natural attractions. For example, Yanartas Mountain is one of the popular natural sights in Kemer, the ruins of historical Olympus city in Kemer are also another tourist attraction in the region (Wikipedia, 2015).

2.3.4 Summer Tourism

Antalya because of its unique beaches, Mediterranean weather and generous sun has a strong potential for summer tourism that is known as sun, sand and sea (3S) tourism. Summer tourism is dominant type of tourism in Antalya and attracts both foreign and domestic tourists every year particularly in the high season. Every year at the beginning of summer, destination companies attempt to offer a variety of products, so many visitors around the world are encouraged to visit this beautiful coastline. Also, every year numbers of destinations are increased and tourism development is reported in foreign and domestic magazines to attract tourists worldwide (Musellim, 2011). Antalya attracts and hosts 35% of all tourists that come to Turkey. Table 4 demonstrates the number of tourist arrivals that visited Antalya during 2002 and 2014 (Ministry of culture and tourism of Turkey, 2015).

Table 4: Antalya Tourist Arrivals 2002-2009, Directorate of Antalya Culture and Tourism, 2009; Tourist Arrivals 2012-2014,Ministry of Culture and Tourism 2015

Year	Antalya
2002	4.747.328
2003	4.681.951
2004	6.047.168
2005	6.884.024
2006	6.011.183
2007	7.291.356
2008	8.564.513
2009	8.260.399
2010	-----------
2011	-----------
2012	10..298.769
2013	11.120.730
2014	10.014.353(Jan-Sep)

2.3.5 Health, Beauty, and Medical tourism

Health and beauty tourism is a branch of tourism that has had a rapid growth in Antalya in the recent years. Every year visitors from different countries come to this city for the purpose of healthcare and beauty facilities. In addition, Antalya has a considerable growth in medical tourism through enhancing medical services that are presented in about ten public and fifteen private hospitals. While Antalya is one of the most well-known destinations for summer tourism because of its beautiful and cleanest beaches, it is a great chance for medical tourists to enrich their medical travel and also benefit from the touristic beauties (Antalya directorate of health tourism, 2015).

Patients from many countries come to this city for the use of health and medical facilities that are presented such as, hair plantation, dermatology, orthopedics, fertility, brain surgery, open heart operations, and plastic surgery such as rhinoplasty, breast augmentation, face lifts and abdomen surgery. Also, dental care facilities because of its high quality and exceptional prices presented by health institutes have become a pioneer in medical and health tourism (Antalya directorate of health tourism, 2015).

Moreover, beauty tourism as a popular type of tourism is growing in Antalya. Water has an essential role, with pools as well as, tubs. In most of the hotels in Antalya various types of massages and skin care is available. Luxury spa hotels of Antalya and vicinity, specifically Kemer, Belek, and Side hosts tourists from around the world (Antalya directorate of health tourism, 2015).

2.3.6 Convention Tourism

Antalya in recent years has had a considerably growth in convention tourism. High

level of service quality and various price opportunities are the most important advantages of this city for convention tourism. During 2011, 156 conventions including 56 international and 100 national were held in this city (Antalya convention Bureau, 2012).

In 2014, 220 conventions and congresses were held in Antalya (Antalya Convention Bureau, 2015).

Chapter 3

LITERATURE REVIEW

This chapter present information regarding variables of study including, servant Leadership, Work Engagement, Job Burnout, and Extra-Role Behavior. Also, information about theories used in this empirical study comprised of servant leadership theory (Greenleaf, 1970), conservation of resource theory (Hobfoll, 1989), social exchange theory (Blau, 1964a; 1964,b), and Ladder-Member-exchange theory (Dansereau et al 1975) will present.

3.1 Servant Leadership

This notion was first introduced by Green leaf (1970) who believes that servant leadership is a kind of life that started with a wish to serve others. Actually this kind of leadership is a lifelong travel (Greenleaf, 1977).

This leadership style is a new way in leadership that looks critically into traditional leadership style and tries to change leadership practice (Greenleaf, 1970). The highest priority of servant leaders is focus on other's need (Bass, 2000). Greenleaf (1977) explains servant leaders are people with a wish to help other people and emphasis to meet the needs of people, empower them and provide excellent service to them. This strong emphasis on followers distinguishes servant leadership from all other leadership styles (Liden et al., 2008).

The servant leadership begins with a strong feeling that one wants to serve, then

through conscious choice they aspire to lead "(Greenleaf, 1977. P.27), this is the most well-known definition of servant leadership (Van Dierendonck, 2011). Actually, Greenleaf believes servant leaders are free of self-interest; this is the main characteristic of servant leadership (Van Dierendonck, 2011). In contrast to other leadership theories the final goal is more profit for organizations, servant leaders are more concerned to serve followers (Green leaf, 1977) and this attitude toward people, provides a safe environment and powerful relationship in the organization (Van Diererdonck, 2011).

Anything other than encouraging employees to do their best (Green leaf, 1996; Green leaf, 1998) actually, they have a steward role (Reinke, 2004) and are stimulated by the need to serve not the need for power (Luthans and Avolio, 2003). This need to serve is a key factor that guides them to have obligation and responsibility towards society (Reinke, 2004). The need to serve does not mean leaders don't have confidence or give up the power but power is a prerequisite for them to serve people (Van Dierendonck, 2011).

Servant leaders not only distinguished in their behaviors but also, their overall conduct employees in the institute. These particular attitudes enable them to treat all individuals with respect and love (Whetstone, 2002). This attitude of caring from all employees is not just beneficial for financial success but also all round success and leaders believe that it is essential for an organization where every follower has a unique value and uses their charisma to influence employees and encourage them to think or participate in decision making process through focus on autonomy, growth, as well as, well being (Van Dierendonck, 2011).

3.2 Work Engagement

Saks (2006) and Kay (2014) argue definitions of engagement spread through literatures. There are some definitions of engagement in current literature (Schaufeli et al., 2002). Khan (1990, p.700) which describes work engagement as "both employment and explanation of a person's preferred ". Khan (1990) believes work engagement is an optimal use of individuals' various resources (emotional, cognitive, physical) in their roles at work and indicates to an extent of energy as well as, self-sacrifice that every individual contribute to his or her work. The most well-known definition for work engagement is "a positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption" (Schaufeli, et al., 2002, P. 74).

Schaufeli and Tarris (2014) discuss although there are some differences between definitions of khan (1990) and Schaufeli et al (2002), these perspectives have core commonalities. Research demonstrates engaged employees are very energetic and self-efficacious (Schaufeli and Bakker, 2001), and they have a sense of enjoyment even from something out of work (Bakker et al., 2011). Moreover, these employees work hard because they have fun during work (Gorgievski et al., 2010).

The first conceptualization of term (khan, 1990) refers to physical, emotional, cognitive aspects of work engagement. The physical part is described as the amount of energy people put to perform their job; the emotional part is described as how well a person puts his or her heart into the job; and the cognitive part is described as absorption in work in which everything is forgotten (Schaufeli and Bakker, 2004). Their belief is that vigor, dedication and absorption mirror followers' physical, emotional, cognitive state. Vigor refers to high amount of energy, tendency to invest

the best in work and continuation even there are problems or difficulties; dedication feature is feeling of importance, enthusiasm, pride as well as, challenge at work; and finally absorption is full concentration during work as well as passing time very quickly as it is difficult to detach a person from her or his work (salanova et al., 2005).

Furthermore, (Macey and Schneider, 2008) proposed a classification based on psychological state, behavioral state and trait state. For measuring employees' psychological engagement four items were used including satisfaction, commitment, and involvement as well as, psychological empowerment. Regarding trait as engagement, when followers feel their work is not contradictory with their particular goals has a higher tendency for behavioral engagement (Bono and Judge, 2003). Likewise, Kahn (1990) believes when employees see their private goals are similar to organizational purpose they most likely experience psychological engagement and perform with maximum amount of energy and power.

Actually engagement generates meaningful and valuable outcomes for organizations (Harter et al., 2002). Work engagement has many positive outcomes containing productivity, increasing job performance, as well as, improving citizenship behavior (Saks, 2006).

3.3 Job Burnout

According to Shih et al., (2013), burnout is a highly regarded study and researched notion in the field of management. Bakker and Costa (2014) believe that despite of improvement knowledge about the essence of burnout, its reasons, and negative results; it is a major work crisis for the 21st century and also reflects an essential

challenge in work life throughout the world.

Scholars have offered various definitions for burnout, depletion of emotional resource as an effectual response or reaction to continues stress in work that cause depletion of emotional resource is called burnout (Shirom, 2003).

According Ahole and Hakkannen, (2007) Relationship among burnout and stress were investigated through studies. Burnout is a response to various work stressors and through this response, attitude and behavior in a destructive manner change (Shirom, 2003). Those who believe burnout is a kind of stress, consider it one dimensional (Cordes and Daugherty, 1993). In contrast, others believe burnout is multi-dimensional including three separate and distinct dimensions comprised: emotional exhaustion, personal accomplishment as well as, depersonalization (Maslach and Jackson, 1981). Emotional exhaustion is a main dimension of burnout that individuals encounter when they are emotionally drained at work (Maslah et al., 2001) and usually occurs when individuals have a sense of fear or frustration because they cannot achieve their prior job performance (Cordes and Dougherty, 1993). When individuals due to their negative perception of customers or co-workers feel distant from the work environment, this condition is called depersonalization (Schaufeli and Enzmann, 1998). Ultimate dimension of burnout is a decreasing in personal accomplishment, this condition happen when individuals evaluate themselves negatively and feel they are inefficient or incompetent at work (Maslach and Leiter, 2008).

According to (Shirom, 2003) there are three wide categories for job burnout including: organizational, occupational, and individual. Organizational burnout is a

decrease in organizational resources and an increase in expectation for performance which can have an effect on individuals' burnout (Shirom, 2003). Occupational level occurs when negative interactions between employees and customers are major predictors of burnout in employees (Cordes and Dougherty 1993). Individual level is demographic differences which have become the main predictors for burnout (Cordos and Dougherty, 1993).

Frontline hotel employees experience high level of burnout because they are confronted with a variety of role stressors and different problems like low wages, lack of training and lengthy work hours (Karatepe and Sokmen, 2006).

3.4 Extra Role Behavior

OCB (Organ, 1997) or extra role is voluntary work behavior (Pettitta et al, 2011) and "discretionary in nature" (Leung, 2008). These behaviors support social as well as, psychological environment in workplace (Organ, 1977). OCB comprises contextual performance or those contributions that maintain and reinforce the collaboration as well as, supportiveness in the organization (Organ, 1977), through prosaically behavior individuals create welfare for other people even these behavior sometime may disagree with the benefit of organization (Motowidlo et al., 1986), and finally, extra role behavior is a wider concept in comparison with OCB and actually is an adherence of some norms in the work place (Dyne et al. 1998).

Organizational citizenship behaviors (OCB) are those behaviors that individuals perform voluntary in the absence of any formal reward system in order to support their organization (Organ, 1977) also, he adds, ERB are organizationally useful behaviors not including employees' formal role commitment and are not considered

contractual guarantees or rewards by organizations like helping co-workers when they have work overload, attendance and participation in not requested situations. Chen et al., (2009) refers to behavior like offering useful suggestions, and protection from organization in risky situations as extra role behavior. These behaviors are obeying organizational norms, optional and out of the employment contract (Organ, 1977).

Extra roles are a supplement for in roles (Caillier, 2014). Leung (2008) believes extra role and in role are contradictory behaviors as ERB are voluntary in essence and are not included in the job description (Dyne et al., 1998) and originates from employees internal stimulations, their needs for affiliation as well as, achievement (Organ, 1997), while in role behaviors are assessed, rewarded as well as expected.

Extra role behaviors have useful effects on organizational success and individual performance and enhance effectiveness in organization (Hall and Ferris, 2011). While service quality, efficiency, and performance in hotel industry are first priorities and a big challenge (Lee et al., 2011), frontline hotel employees should be more engaged in ERB (Raub, 2008).

3.5 Servant Leadership Theory

Scholars have tried to create an organized theoretical framework based on Greenleaf original notions that has been applied in real practice (Parris and Peachy, 2012).

Spears (1995) have determined ten characteristics as main elements of servant leaders. Actually he interprets Green leaf's idea within a model to characterize servant leaders in the following way:

1. Listening, focus on constructive communication and at the same time trying to

recognize wishes and requests of individuals.

2. Empathy, understanding people.

3. Healings, capacity to assist people.

4. Knowledge or perception of a situation.

5. Persuasion, penetration on people by rational reasoning.

6. Conceptualization, have a good perception and imagination for possibilities in the future.

7. Foresight, forecasting consequence of situation as well as, use of intuition.

8. Stewardship, serving need of followers and create a reliance atmosphere.

9. Commitment to personal and moral evolution in followers.

10. Creating community, focus on improving native communities

Russell and Stone (2002) introduced a model with 9 functions and 11 additional features for servant leaders. Van Dierendonck (2011) believes this model has a big problem because it does not specify why some attributes are assigned in a specific category.

Despite the various characteristics that were introduced by scholars, there are six main characteristics that present an excellent overview of servant leader's characteristics and were presented by Van Dierdonck (2011). These characteristics are explained below:

Empowering: This kind of leadership behavior tries to help individuals to be involved in self-direct decision making as well as, attempting to increase innovative performance (Konczac et al., 2000). Servant leaders encourage followers to realize their abilities, talents and what they have learned (Green leaf, 1998).

Humility: according to Van Dierendonck (2011), humility is a very important character of servant leadership because it is the ability of leaders to use employee's talent, experience, and encourage them to contribute, pay attention to the interests of their followers, and support them in order to achieve excellent performance. These behaviors enhance the responsibility of followers (Green leaf, 1977). Moreover, Van Dierendonck (2011) believes humility is modesty, and servant leaders because of this attribute try to be in the background after every successful task.

Authenticity: these leaders have a strong loyalty and devotion to moral code (Russel & Stone, 2002). Authenticity of servant leaders are specified in different aspects: they perform the promised issues, always are present in the organization, behave in an honest way (Russel & Stone, 2002).

Interpersonal acceptation: interpersonal acceptation means the capacity to understand others' feelings (George, 2000) as well as, the ability to prevent perceived wrongdoing or mistakes of followers which may create a grudge or hate situation that affect other situations (McCullough et al., 2003). Interpersonal acceptation comprises of empathy, sense of warmth, clemency and forgiveness for other people even those who make mistakes, and offend (Van Dierendonck, 2011).

Providing direction: Servant leaders provide these directions according to the abilities and input of their employees (Dierndonck, 2011). Also, it is a generating new approach for old problems through powerful reliance to opinion, belief and value that govern and control person's proceedings (Russell and Stone, 2002). Stewardship: responsibility and supervision to enhance service not self-seeking (Spears, 1995).

Although all of these theoretical backgrounds are different explanations of Greenleaf's idea, but include essential features of servant hood which is a deep tendency to serve people (Parris et al., 2012).

3.6 Conservation of Resource Theory (COR)

COR theory (Hobfoll, 1989), explains how an individual copes and responds when faced with stressors. Individuals attempt to acquire, keep, foster, as well as maintain things they value. COR assumes centrally valuable things are worldwide including health, happiness, peace, self-protection, family, and positive feeling of self, although may differ in their core element in different cultures. COR theory is based on many principles that have been developed through studies (Hobfoll, 1989).

Principle 1: Lack of resource is more noticeable than increasing resource. Resources comprise of object resource (tools, car); condition resource (supportive work environment); personal resource (skills, traits like self-efficacy); finally, energy resource (knowledge, credit). Lack of resource is very disproportionate in comparison with increasing resources in terms of degree and speed. When resource loss occurs, it is very difficult for organizations to generate or prevent losing the resources.

Principle 2: Resource investment that explains how people should protect or invest resources. According to this theory individuals with higher levels of resource have more resistance against resource loss as well as capability to increase resource. Whereas, individuals with lower level of resources have less resistance against resource loss also, have less capability to increase resource.

Principle 3 and 4: according to these principles resource gain as well as loss cycle happens when there is a stressful situation, or there is a resource poor condition in the organization. Through this cycle individuals either miss resource that are useful in challenging situation or obtain resource.

Conservation of resource theory (Hobfoll, 1989) is used in this study as a guiding framework. This theory emphasizes on resource to overcome psychological stresses and prevents from decreasing or losing valuable resources. Theory believes psychological stress in long term creates burnout. In this study servant leadership is considered as a valuable organizational resource (Babakus et al., 2010) to prevent burnout.

3.7 Social Exchange Theory (SET)

Although Fremeaux and Michelson (2011) believe all merciful behaviors are not just based on reasonable and rational reciprocity but Goss (2008) argues a conscious understanding can be useful for improving business. As core characteristic of this theory, social life in general is exchanged for tangible or intangible rewards (Homans, 1961). Although there are various perspectives regarding this theory, in reality it is including interactions to create social commitment (Emerson, 1976).

The main difference in social exchange includes reciprocal and negotiated exchange (Blau, 1964a,b).through reciprocal exchange individuals act without previous negotiation to know how their contributions will be compensated (Molm, 2003); but these exchanges may create obligations as well as expectations. Reciprocal type is free of clear bargaining (Molm, 2003) and every one's behavior is dependent on others' actions; this process more probably is continuous and generates self-reinforcement period of behavior (Cropanzano and Mitchell, 2005). Reciprocal

exchange is usually introduced as dominant type of social exchange (Fremeaux et al., 2011). Blau (1964a) describes social life by analyzing reciprocal exchange in a clear way.

Negotiated exchange is completely different and exchange occurs through formal agreements as both parties want to achieve explicit agreement in exchange (Molm et al., 2003), thus benefits as well as costs of each side must be measured. Flynn (2005) believes goals are different between negotiated and other forms of exchange, through negotiated exchange actors emphasizes on tangible interest or benefit more than social rewards, thus exchange of advantage and benefit occur immediately and directly (Malhorta and Murnighan, 2002). On the other hand, reciprocal exchange is a generalized form of exchange, and is not compensated directly to the primary giver (Yamagishi and Cook, 1993).

3.8 Leader-Member Exchange Theory (LMX)

This theory was presented by Dansereau et al (1975) which is based on differentiated behavior and social exchange among leaders and subordinates resulting in various quality relationships among leaders and followers. According to the theory, relationships are high or low quality. Relationships based on mutual trust, reverence, and obligation is high quality; whereas, formal relationships where followers just perform tasks without any emotional support are low-quality. Actually through high quality LMX, there is a specific and dynamic relationship based on constructive negotiation over time (Graen and Schiemann, 1978).

Chapter 4

RESEARCH HYPOTHESIS

This chapter presents conceptual model and hypothesis of the study, by using current literature and four well-known theories: servant leadership theory (Greenleaf, 1970), conservation of resource theory (Hobfoll, 1989), social exchange theory (Blau, 1964a; 1964b) and leader-member exchange theory (Dansereau et al., 1975) relation between variables is explained and hypothesis of study is presented.
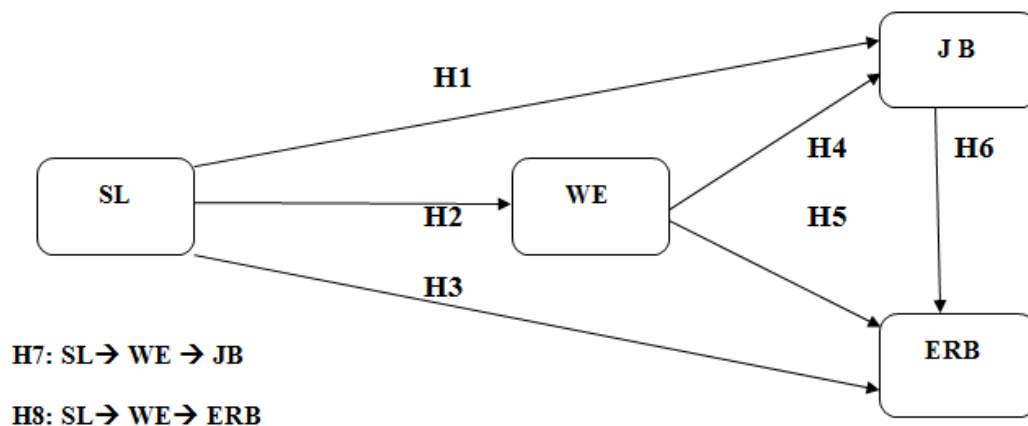
4.1 Conceptual Model

Figure1: Research model

4.2 Servant Leadership and Job Burnout

According to the conservation of resource theory (Hobfoll, 1989) resource can overcome psychological stress and prevent burnout as a result of these stresses in long term. There is a powerful correlation among organizational resource and burnout (Schaufeli and Bakker, 2004).

Servant leaders are important and valuable organizational resources but there is very little study to investigate relationship among servant leadership and job burnout (Babakus et al., 2010). They attempt to have constructive communication with each follower to understand his or her potential (Greenleaf, 1970). This knowledge about the talent and capacity of every employee help leaders to increase output through use of various solutions and motivations (Graham, 1991).

Servant leaders actually act as role models and advisers and resource for their followers (Van Dierendonck, 2011). Particularly for frontline service employees, servant leaders determine service standard and stress on every employee to detect his or her complete potential (Liden et al., 2008). In addition, these leaders emphasize on serving followers and attempt to meet their needs, creating trust atmosphere in the workplace, empowerment, as well as increasing tendency in followers to deliver the best service to clients (Van Dierendonk, 2011). Frontline employees that are supported by servant leaders can trust them when confronted with stressful situations to cope or decrease stress (Babakus et al., 2010). Therefore, the following hypothesis was developed:

(H1: employees' perception of servant leadership negatively related to job burnout.)

4.3 Servant Leadership and Work Engagement

When employees' needs and concerns are met by leaders in turn, they will present further level of job engagement (Harter et al., 2002). Servant leaders according to servant leadership theory (Greenleaf, 1970) can meet these needs because of their ability to create psychologically safe and meaningfulness environment (Kahn, 1990).

Prior studies have proved a positive relationship among leadership style and work

engagement (Shuck, 2012). Those researches focused more on relationship among work engagement with transformational leadership (Macey and Schneider, 2008), ethical leadership (Hartog and Belschak, 2012), and authentic leadership (Walumbwa et al., 2010). In recently study by De Clercq *et* al (2014) has been proved a positive relationship between servant leadership and work engagement.

Servant leaders through use of their complete capacity attempt to empathize with followers to identify particular qualities and unique attributes in them (Van Dierendonck, 2011), Therefore, this situation increases positive energy amongst followers (Schaufeli and Bakker, 2004). Followers can work in a safe environment that allows them to explain their concerns and provided a sense of protection when they are served by selfless leaders (Greenleaf, 1977), this psychologically security cause work engagement (Kahn, 1990).

Servant leaders also, try to support employees and fulfill their needs in the workplace through coaching (Bass, 2000). Moreover, servant leaders create opportunities in workplace that allow employees to take responsibility in order to empower them (Walumbwa et al., 2010). When employees feel their work generates opportunities for their growth, in turn they will spend more levels of energy in daily work (Xanthopoulou et al., 2009a, 2009b).

According to the above literatures servant leadership's behavior through creating safe environment for employees and empower them, encourage followers to be more engaged in work. Therefore we can develop following hypothesis:
(H2: employees' perception of servant leadership positively related to work engagement.)

4.4 Servant Leadership and Extra Role Behavior

Servant leadership theory (Greenleaf 1970, 1977) emphasizes how leaders can behave to increase employee's contribution (Ehrhart 2004; Neubert et al., 2008; Russell and Stone, 2002; Liden et al., 2008).

Social exchange theory (Blau, 1964) clears why servant leadership has relationship with OCB (Walumbwa et al., 2010). according this theory when there is a high quality of social interaction, this situation create an unspoken commitment as turn back kindness and favor to those act in a tenderness way because people attempt to compensate favors and kindness to generate a balance.

Servant leaders wish to help their followers, focus on giving service and empower them (Greenleaf, 1977). They create opportunities for employees' growth (Luthans and Avolio, 2003). They actually have a deep commitment to personal and moral growth of followers (Spears, 1995), thus employees because of social exchange attempt to compensate the behavior of their leaders. In this study through use of social exchange theory (Blau, 1964a 1964b) is assumed employees compensate their servant leader's behavior by Extra Role Behavior as an Organizational Citizenship Behavior. Then we can develop following hypothesis:

(H3: servant leadership positively related to extra role behavior.)

4.5 Work Engagement and Job Burnout

Work engagement is a condition in which followers are devoted to have the best performance as well as, they believe to achieve the success through a strong confident (Maslach and Leiter, 1996). Actually individuals have a feeling engaged in work instead of burn out (Maslach and Leiter, 1997). In contrast, stressful situations

in workplace decrease the meaning of the work and convert meaningful work to meaningless work, and burnout act as erosion against engagement (Cole et al., 2012). Results of literature demonstrate a reverse relationship between these concepts, therefore in this study following hypothesis are developed:

(H4: work engagement negatively related to job burnout.)

4.6 Work Engagement and Extra Role Behavior

According (Sulea et al., 2012) there is an increase in attention regarding studies that investigate relationship among work engagement and extra role behavior among researchers. Macey and Schneider (2008) have explained state engagement and behavioral engagement like extra role positively link to each other and increase effective performance in every organization. Employees' tendency to involve in OCB more probably increase when they fulfill their professional purposes due of work engagement (Christian et al., 2011).

(H5: work engagement positively related to extra role behavior.)

4.7 Job Burnout and Extra Role Behavior

Burnout can generate dangerous as well as costly consequence for every organization (Maslach and Leiter, 2008). Finding of previous research demonstrates negative relationship among burnout and extra role behavior (Chiu and Tsai, 2006).When employees are confronted with burnout their willingness for OCB is decreased (Liang, 2010). Actually, Employee's response to long-term stressful situation in workplaces decreases their tendency for extra role behavior and voluntary work (Emmerick et al., 2005).

(H6: job burnout negatively related to extra role behavior.)

4.8 Work Engagement Mediates between SL and JB

House and Kahn (1985) classify social support to emotional, instrumental and

informational. Instrumental support occurs when followers can receive essential requirement to help them perform their assignments, Informational support refer to providing necessary information by supervisors, while emotional support is creating an environment that followers can explain themselves emotionally and trust to their boss. High quality of LMX (Graen and Cashman, 1975) including mutual trust, commitment, and respect is a source of emotional social support, resulted to performing favorable assignment (Dulebohn et al.,2012) and increase work engagement (Li et al., 2012). Servant leaders according to servant leadership theory (Greenleaf, 1977) because of their characteristics and behavior attempt to enhance capability of followers and empower them, thus they can develop high- quality of LMX (Greenleaf 1977). In addition, servant leaders create a mutual trust and develop a true commitment among followers, thus it is more probably to develop high-quality of LMX (Liden and Hu 2011; Van Dierendonck, 2011).

Prior research demonstrates low quality of LMX mediates among defensive communication and job burnout (Becker et al., 2005). We assume high quality of LMX can mediates between servant leadership as a constructive leadership and job burnout. While high quality of LMX increase work engagement (Li et al., 2012), thus work engagement can mediate among servant leadership and job burnout.

Servant leadership → high quality LMX → Work engagement → job burnout

(H7: work engagement mediates between servant leadership and job burnout.)

4.9 Work Engagement Mediates between SL and ERB

 Social exchange theory (Blau, 1964a; 1964b) explains servant leadership has a positive effect on extra role behavior. There are a few studies that through the use of mediators have investigated relationship among servant leadership and OCB. Earhart

(2004) has investigated relationship among servant leadership and OCB by mediating role of justice climate in organization. Another study (Neubert et al., 2008) has proved regulatory focus mediates between these variable. According to Walumbwa et al (2010) self- efficacy, service climate, commitment to supervisor, as well as justice climate mediates between servant leadership and OCB.

As self-efficacy mediates between SL and OCB (Walumbwa et al., 2010), also people with higher level of self-efficacy spend more effort in their work (Bandura, 2001), and therefore they have higher degree of work engagement (Salanova et al, 2011). Thus we can claim work engagement can mediates among servant leadership and extra role behavior (servant leaders → Self-efficacy → work engagement → ERB).

(H8: Work engagement mediates between servant leadership and extra role behavior.)

Chapter 5

METHODOLOGY

This chapter focuses on a number of issues regarding the methodology of the study. Particularly, including information about deductive approach. This chapter provides information regarding measures, sample, procedure, data collection, and questionnaire structure. Also, it presents information about data analysis.

5.1 Research Approach

A quantitative research procedure was used to check the proposed model. In quantitative approach, a research model designed based on theoretical framework. In contrast, in a qualitative method, there is no hypothesis, research model and theory before administration of field study. Another difference between quantitative and qualitative method is the application of inferential statistical analysis for testing the proposed model. In this study, a research model was developed based on the servant leadership and proposed hypotheses were tested using inferential statistical analysis, namely, correlation, regression, and Confirmatory Factor Analysis (CFA), reliability (Cronbach alpha), and Sobel tests.

5.2 Measurements

The relevant studies were reviewed to extract items of the study variables. Servant leadership was measured by 6 items that obtained from Babakus et al. (2010) and Liden et al.'s (2014) studies. A sample item was "Managers give personal input and leadership into creating quality service".

17 items adapted from George et al.'s (2010) work to measure work engagement. A sample item was "It is difficult to detach myself from my job".

Extra role behavior was measured by 4 items that adapted from Babakus et al. (2010) and Lu and Guy's (2014) research. A sample item was "I assist others working for this organization to the firm's benefit".

To measure job burnout, 6 items extracted from Maslach and Jackson's (1981) study. A sample item was "I feel burned out from my work". Five-point Likert scale applied to measure all items, which rated from strongly disagree (1) to strongly agree (5).

5.3 Data and Procedure

Data collected from frontline employees who were working in the hotel industry in Antalya during the one week in August, 2014. Procedural methods for minimizing possible prevalent method bias that suggested by Podsakoff et al. (2003) have been followed in designing the questionnaire and administering the survey.

A pilot study with 10 cases distributed before conducting the main survey to address the item ambiguity of the questionnaire. Hence, a pilot study is a helpful approach to determine items that can be a threat to the validity of the measures.

A permission letter presented to the star hotel management to cooperate in the distribution and collection of the questionnaires. 12 hotels out of 20 hotels accepted to participate in the research. Seven hotels were 5 star and 5 hotels were 4 star. 300 questionnaires were distributed among frontline employees who are working in front office, food and beverage, and housekeeping departments. Accordingly, judgmental sampling method that has been used as sampling technique. Since the frontline

employees have key role in performance of the hotel, they have been targeted to investigate their perception regarding the study variables. 255 questionnaires were returned and 36 invalid/uncompleted questionnaires were declined. The analysis was conducted by 219 cases. Then the response rate was 73 %.

The profile of the employees, including age, gender, marital status, educational level, organizational tenure, and department is summarized in Table 5.

It was noticed that more than 50 percent of participants were between the ages of 21 and 35 followed by respondents with ages of   25-28 that recorded (20.1%).The participants with ages between 36-50 was observed to be (16%), 17-20 years (11%) and more than 51 years old (1.8%).   Men accounted for more than half of respondents (51.6%) and 48.4 % of the employees were women.

The majority of Frontline employees tenured less than 5 years (53.9%), 26% of them had 5-8 year tenure, which followed by 9-12 years (10.5%) and more than 13 years (9.6%).

In terms of the educational level, 23% of the employees had a high school education; almost 50% of respondents had 2 year university degrees. The education level of about 25% of them was Bachelor and Master, and just 1.4% of the respondents had PhD degree.

About 20 percent of the frontline employees who responded to the questions were working in front office. 38% of respondents worked at Food and Beverage and 37% of the employees worked as a housekeeper in the hotels.

Table 5: Demographic information of front line employees

Variable	Frequency	Percent	Variable	Frequency	Percent
Age			*Educational Level*		
17-20	24	11.0	High School	52	23.7
21-24	55	25.1	University/2 years	111	50.7
25-28	44	20.1	University/4 years	25	11.4
29-35	57	26.0	Master	28	12.8
36-50	35	16.0	PhD.	3	1.4
>51	4	1.8	Total	219	100.0
Total	219	100.0			
Gender			*Department*		
Female	106	48.4	Front Office	42	19.2
Male	113	51.6	Food and Beverage	96	43.8
Total	219	100.0	Housekeeping	81	37.0
			Total	219	100.0
Tenure (year)					
11-4	118	53.9			
5-8	57	26.0			
9-12	23	10.5			
>13	21	9.6			
Total	219	100.0			

5.4 Data Analysis

Frequency and number of employees were calculated and presented to provide a profile of the respondents. Means and standard deviations of the study variables were estimated to demonstrate a descriptive result. Composite scores of the items pertain to relevant variables were calculated to perform correlation analysis using SPSS, 20.

Cronbach alpha used to check the reliability of the study variables and .7 considered

as the commonly accepted cutoff level of alpha coefficient. Confirmatory Factor Analysis (CFA) applied to check whether the items were loaded under corresponding factor. Items with low level of loading (.4) cross-loading (loaded under two factors), and non-significant loading ($P>.05$) ought to dropped during the CFA. A set of fit statistics, namely, X^2/df, Normed Fit Index (NFI), Goodness of Fit Index (GFI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), and Root Mean Square Error Approximation (RMSEA) applied to check the fitness of the model.

Simple regression tests were performed to test hypotheses that investigate the causal effect of study variables (Hypothesis 1 to 6). Hierarchical regression analysis conducted to check the mediation effect of work engagement on the relationship between servant leadership and extra-role behavior as well as, job burnout (Hypotheses 7 and 8). Sobel tests were used to double check the mediation hypotheses.

Chapter 6

RESULTS

In this chapter results of the study are presented. Following sections show the results of alpha coefficients for reliability test, CFA for testing the measurement model, means, standard deviations, correlation tests, and regression tests for testing the research model.

6.1 Reliability Test

The results of Cronbach alpha are presented in Table 6. All coefficients were more than accepted level (.70). Alpha for servant leadership is .896, work engagement.934, job burnout .720, and extra-role behavior .823. According to the results, the study measures have adequate reliability.

6.2 Validity Test

To test the measurement model, CFA performed and value of standardized factor loading, and fit statistics are outlined in Table 6. According to the results, three items (two items from job burnt and one from work engagement) were declined during the CFA. The reason was that the magnitude of factor loading coefficients of these items was less than common accepted cutoff Landa ($<. 4$). The details about the dropped items are provided in Table 6. Other items were loaded to the corresponding factors at the level of.001.

Results of fitness indices revealed that the proposed model has an adequate fitness with data.

Table 6: Results of Validity and Reliability Test (Cronbach Alpha)

Scale items	λ	α
Servant Leadership		.896
Management constantly communicates the importance of service quality.	.815	
Management regularly spends time ''in the field'' or ''on the floor'' with customers and Frontline employees.	.797	
Management is constantly meaning service quality.	.766	
Managers give personal input and leadership in creating quality service.	.794	
Management provides resources, not just ''lip service'' to enhance our ability to provide excellent service.	.758	
Management shows they care about service by constantly giving of themselves.	.685	
Work Engagement		.934
When I get up in the morning, I feel like going to work.	.679	
At my work, I feel bursting with energy.	.682	
At my work, I always preserve, even when things do not go well.	.797	
I can continue working for long periods at a time.	.778	
At my job, I am very resilient, mentally.	.756	
At my job, I feel strong and vigorous.	.788	
To me my job is challenging.	.702	
My job inspires me.	.501	
I am proud of the work that I do.	.744	
I find the work that I do full of meaning and purpose.	.744	
Time flies when I am working.	.54	
I get carried away when I am working.	.735	
It is difficult to detach myself from my job.	.622	
I am immersed in my job.	.776	
I feel happy when I am working intensely.	.723	
Job Burnout		.720
I feel emotionally drained from my work.	.631	
I feel used up at the end of the workday.	.507	
I feel burned out from my work.	.753	
I feel I have become uncaring toward people since I took this job.	.454	
I worry that this job is hardening me emotionally.	.533	
Extra-Role Behavior		.828
I volunteer to do things for this organization.	.677	
I help others in this organization with their responsibilities.	.751	
I assist others working for this organization to the firm's benefit.	.795	
I get involved to benefit this organization.	.742	

Fitness indecies: X^2= 745.423, *P*<.001; df= 399; X^2/df= 1.868; GFI=.816; NFI= .814; IFI= .904; CFI= 9.903; RMSEA= .063.

Note: λ is standardized factor loading and all coefficients were significant at the level of .001. Two items from job burnout (I feel treat some customers as if they are impersonal obWEcts and When I'm working, I forget everything else around me) and one item (I am enthusiastic about my job) from work engagement were dropped due to low level of the factor loading (<. 4). α is Cronbach alpha coefficient for reliability check.

Since the probability of significance of X^2 encased in large sample size, X^2/df has been considered as a fitness index of the model. In this study, the division is 1.87, which is in an acceptable range. It should not be more than 5. Other indices (GFI=.816; NFI= .814; IFI= .904; CFI= 9.903) are in the acceptable range of fitness. RMSEA is .063, which is a sign of fitness of the model with actual data (Table 6).

6.3 Correlation Results

Descriptive information of the research variables (means and standard deviations) and results of correlation test are demonstrated in Table 7.

According to the correlation results, servant leadership is considerably and positively related with work engagement (r=.651, P<.001). While, servant leadership is considerably and negatively related to job burnout (r=-.491, P<.001). As shown in Table 7, servant leadership considerably and positively related with extra-role behavior (r=.469, P<.001).

The correlation between work engagement and job burnout was significant and negative (r=.-630, P<.001). Work engagement and extra-role behavior have a significant and positive correlation (r=.553, P<.001). There is a considerable and negative relation between Job burnout and extra-role behavior (r=-.390, P<. 001).

Table 7: Results by Means, Standard Deviations, and Correlation Matrix of the Study Variables

Variable	Mean	Std. Deviation	1	2	3	4
1. Servant Leadership	3.861	1.018	1.000			
2. Work Engagement	3.807	0.881	.651**	1.000		
3. Job Burnout	2.084	0.833	-.491**	-.630**	1.000	
4. Extra-Role Behavior	3.947	0.933	.469**	.553**	-.390**	1.000

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

The results of correlation tests are useful for checking the mediation analysis based on Baron and Kenny (1986) approach. The detailed steps of mediation test are provided in section 5.5.

6.4 Regression Results

To test hypotheses 1 to 6, ordinary regression analysis are conducted that the results are presented in Table 8.

Servant leadership has a substantial and negative effect on job burnout (β=-.491, P<.001). It means, servant leadership decreases the level of job burnout in the hotel industry. Thus, Hypothesis 1 is supported (Table 8).

According to the regression results, servant leadership significantly and positively related to work engagement (β=.651, P<.001). That is servant leadership positively related to work engagement. Then, Hypothesis 2 is supported. Servant leadership considerably and positively correlated to extra-role behavior (β=.469, P<. 001). It means, servant leadership enhances the level of extra-role behavior. Hence, Hypothesis 3 is supported (Table 8).

Table 8: Results of Regression Analysis for Hypothesis Testing

Hypothesis	Relationship	*Beta*	*t value*	R^2	F	Status
H1	SL → JB	-.491***	-8.310	.241	69.050***	Supported
H2	SL → WE	.651***	12.645	.424	159.894***	Supported
H3	SL → ERB	.469***	7.833	.220	61.357***	Supported
H4	WE → JB	-.630***	-11.937	.396	142.490***	Supported
H5	WE → ERB	.553***	9.784	.303	95.718***	Supported
H6	JB → ERB	-.390***	-6.248	.149	39.033***	Supported

Note: ***: *P*< .001. SL is servant leadership, WE is work engagement, JB is job burnout, and ERB is extra-role behavior.

Work engagement has a considerable and negative impact on job burnout (β=-.630, $P<$. 001). It is the engagement of frontline employees reduces the level of job burnout. Thus, Hypothesis 4 is supported.

As demonstrated in Table 8, work engagement significantly and positively affected extra-role behavior (β=.553, $P<$.001). That is employees with high level of work engagement express a high degree of extra roe behavior. Then, Hypothesis 5 is supported.

There is a considerable correlation among job burnout and extra-role behavior (β=-.390, $P<$.001). In other words, job burnout decrease extra-role behavior among frontline employees in the hotels. Therefore, Hypothesis 6 is supported.

6.5 Hierarchical Regression Analysis

Hierarchical regression analysis was performed to check mediation hypotheses. There are several approaches for examining the mediating role of a variable. Baron and Kenny (1989) developed a guideline for mediation analysis, which is very popular in social science. Conform to this approach; four conditions must be satisfied to conclude that there is a mediating effect. The first condition is that the independent variable (servant leadership) has a significant effect with dependent variables (extra-role behavior, job burnout). Secondly, mediator (work engagement) has a considerable correlation with dependent variables (extra-role behavior, job burnout). Thirdly, independent variable (servant leadership) has a considerable relationship with the mediator (work engagement). As demonstrated in Table 9, all three conditions suggested by Baron and Kenny (1989) were met. The fourth condition is that by inserting the mediator (work engagement) to the model (servant leadership →

extra-role behavior and servant leadership → job burnout), the correlation among independent variable and dependent variables expose a significant change and magnitude of R^2 has an incremental alteration (Table 9).

According to the hierarchical regression analysis, in model 1, servant leadership has a considerable effect on job burnout (β=-.491, P<.001). Work engagement entered into the model 1 as a mediator. Inserting the mediator into the model results in the effect of servant leadership on job burnout reduced from -.491 (P<.001) in model 1 to -.141 (P<.05.) in model 2. In addition, R^2 increase from .241 in model 1 to .408 in model 2 (16% rise). Therefore, work engagement partially mediates the relationship of servant leadership and job burnout. According to this result, Hypothesis 7 is supported.

Table 9: Results of Hierarchical Regression Analysis for Mediation Test

Indicator	Dependent Variable: JB			
H7: SL→ WE→ JB	**Model I**		**Model II**	
	Beta	*t value*	*Beta*	*t value*
Independent Variable: SL	-.491[***]	-8.310	-.141[*]	-2.045
Mediator: WE			-.538[**]	-7.792
R^2	.241		.408	
$\triangle R^2$	-		.167	
F	69.050[***]		74.381[***]	

Indicator	Dependent Variable: ERB			
H8: SL→ WE→ ERB	**Model I**		**Model II**	
	Beta	*t value*	*Beta*	*t value*
Independent Variable: SL	.469[***]	7.833	.190[*]	2.576
Mediator: WE			.430[**]	5.841
R^2	.217		.321	
$\triangle R^2$	-		.104	
F	61.357[***]		34.121[***]	

*Note*: [***]: P<.001, [**]: P<.01, [*]: P<.05.

Results of test of the mediation effect of work engagement in the relationship of servant leadership and extra-role behavior presented in Table 9. In model 1, servant leadership has a considerable and positive effect on extra-role behavior (β=.469, P<.001). Work engagement significantly and positively correlated to extra-role behavior (β=.430, P<.01). In Model 2, when the mediator (work engagement) inserted to the equation, effect of servant leadership on extra-role behavior significantly decreased (β=. 190, P<.05). Furthermore, 10% increment has been observed in Model 2. Such results revealed that work engagement function as a partial mediator of the relationship among servant leadership and extra-role behavior. Then, Hypothesis 8 is supported.

Sobel test was performed to confirm the results of hierarchical regression analysis for the mediation hypotheses (Sobel, 1982). The online free source, handled by Soper (2015) used for calculation of Sobel test.

The results confirm the two mediation hypotheses that illustrated in Figure 2. Test statistics for mediation effect of work engagement on the relationship between servant leadership and job burnout was significant (Test statistic=-9.501, P<.001).

The result of the Sobel test confirms the mediation effect of job engagement on the relationship between servant leadership and extra-role behavior (Test statistic=7.773, P<.001).

The results of hypotheses are depicted in Figure 2
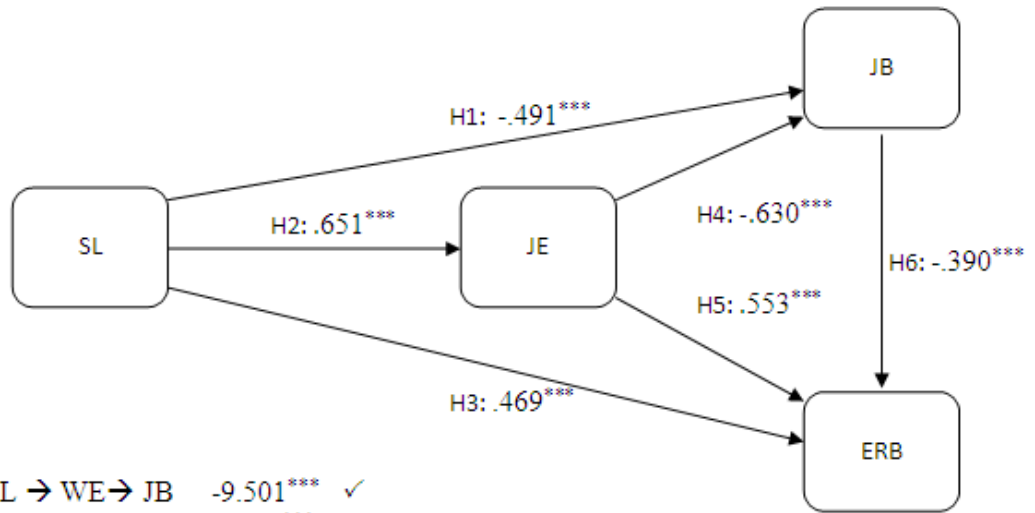
H7: SL → WE→ JB   -9.501*** ✓
H8: SL → WE→ ERB 7.773*** ✓

Note: ***: *P*<.001. Sl is servant leadership, WE is work engagement, JB is job burnout, and ERB is extra-role behavior .

Figure 2: Summery of Model Testing

Chapter 7

DISCUSSION AND CONCLUSION

7.1 Remark Findings

This study demonstrates how servant leadership significantly influenced job outcomes (job burnout and extra-role behavior) through work engagement amongst Frontline employees that worked in the hospitality industry.

Servant leadership is one of the important resources in the organization (Babakus, et al., 2010; Liden et al., 2014). According to the results of this study, servant leadership increased work engagement level in the organization. This finding is similar with the last work of De Clercq et al. (2014). As Liden et al. (2014) mentioned, effect of servant leadership on work engagement is in accordance with the precepts of leadership theory. Servant leadership motivates Frontline employees to engage in the work because according the servant leadership theory (Greenleaf, 1977). these leaders can meet employees' needs by providing a psychologically meaningfulness environment (khan, 1977).When employees' needs are met, their work engagement increase (Harter et al., 2002).

Based on conservation of resource theory (Hobfoll, 1989), servant leadership reduced the level of burnout among hotel employees. As Xanthopoulou et al. (2009a; 2009b) noted servant leadership generate positive energy and feeling among employees that results in positive job outcomes (reducing job burnout and increasing extra-role behavior).

The significant and positive influence of servant leaders on extra-role behavior is compatible with the principle of servant leadership theory (Greenleaf, 1970; 1977) and social exchange theory (Blau, 1964a; 1964b). As the servant leadership theory represents, leaders are able to enhance the contribution of their employees by their behavior (Ehrhart, 2004; Graham 1991; Neubert et al., 2008; Russell and Stone 2002; Liden et al. 2008). Actually merciful behavior of leaders encourages followers to compensate their leaders' kindness by Extra-role behavior (Blau, 1964a).

Work engagement is one of the main indicators of organizational success, because when employees are engaged, this condition has an effect on all activities from decision-making to implementation, and they feel more confident as well as meaningful in their daily work. This situation in work place prevents job burnout. The results of this study are similar to the finding of Cole et al (2012); work engagement mitigates the level of job burnout among the organization employees.

In contrast, work engagement is positively related to extra-role behavior. This relationship has frequently been reported by other scholars (Christian et al., 2011; Macey & Schneider, 2008). The results of this study revealed that extra-role behavior among Frontline employees in the hotel positively influenced by work engagement, which is in line with social exchange theory.

As aforementioned, servant leadership significantly related to job burnout and extra-role behaviors. The question is how servant leadership reduces the level of job burnout and boosts the level of extra-role behavior within the organization? The results of this study revealed that servant leadership significantly affects job burnout and extra-role behaviors through work engagement. In other words, work

engagement act as mediator of the relationship between servant leadership and extra-role behavior. Such associations were supported by servant leadership theory, conservation resource theory, and social exchange theory.

The dominant findings of this empirical research are that work engagement mediates effects of servant leadership on job burnout and extra-role behavior. In other words, it is determined that servant leadership reduced the level of burnout and similarly how servant leadership boosted extra-role behavior of Frontline employees through work engagement. This is the main contribution of this study. Furthermore, there is a paucity of research that assesses the effect of servant leadership on job burnout and extra-role behavior (Babakus et al., 2010; Chi and Chi, 2014). Servant leadership in the hotel enhanced the level of work engagement that generates a kind of enthusiasm and energy among the employees. The Frontline employees, who engaged in the job, expose low level of burnout and high level of extra-role behavior. Nevertheless, the mediation effect of Procedural justice climate on the relationship of servant leadership and OCB has been examined by Erhart (2004). Another study proved that procedural justice climate, positive service climate, commitment to supervisor, and self-efficacy functioned as mediators of the effect of servant leadership on organizational citizenship behavior (Walumbwa et al., 2010). In review of impacts of servant leadership on OCB conducted by Bambale (2014), no empirical study reported that investigate the mediating effect of work engagement on the relationship of servant leadership and extra-role behavior as OCB.

This thesis developed and tested a conceptual model in assessing how work engagement can mediate on the relationship among servant Leadership and Extra-role Behavior as well as, servant leadership and Job Burnout. Data was collected

from frontline hotel employees in Antalya, Turkey. Turkey because of its achievement in tourism industry seems to be a proper country for testing abovementioned relationships.

The results of this imperial study indicate servant leadership significantly increased employees Extra-role behavior; also servant leadership has a significantly positive impact on work engagement and significantly negative relation to job burnout. Moreover, work engagement significantly enhances employees' Extra-role behavior and reduces their burnout. There is a significantly negative relation among Job burnout and Extra-role behavior. This study suggests that work engagement partially mediate between servant leadership and Job Burnout. As a main contribution of this thesis, results demonstrate partially mediating role of work engagement between servant leadership and Extra-role behavior.

This thesis has useful implications for managers of hotel industry to improve their business according to the results of this study.

7.2 Managerial Implication

This study demonstrated that servant leadership is one of the key indicators in the success of organization that reduce negative job outcomes (e.g. Job burnout) as well as enhancing positive OCB (e.g. Extra-role behavior). In fact, servant leadership can act as a trigger of work engagement that result in desired feedback from Frontline employees. Accordingly, hoteliers should focus on:

1. Promote servant leadership in their hotels.

2. Organizations should promote some practice such as training and reward system that stimulate servant leadership.

3. Hold sessions and workshops to increase awareness of employees regarding servant leadership in the hospitality industry.

4. Servant leaders should focus on followers' personal development without considering organizational objectives.

5. Servant leaders stress on increasing employees' energy in different dimensions in their daily work.

7.3 Limitations and Further Research Recommendations

This study opens new insight regarding the influence of servant leadership on job outcomes through work engagement. Nevertheless, the findings of this research were extracted from data that was collected only once and would be better to obtain data over different periods of time. The focus of this study is on Frontline of hotel industry and it is suggested to test the proposed model in other sectors.

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APPENDIX

Appendix A: Questionnaire

Section 1

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

	Servant leadership	1	2	3	4	5
1	Management constantly communicates the importance of service quality.	1	2	3	4	5
2	Management regularly spends time ''in the field'' or ''on the floor'' with customers and frontline employees.	1	2	3	4	5
3	Management is constantly meaning service quality.	1	2	3	4	5
4	Managers give personal input and leadership into creating quality service.	1	2	3	4	5
5	Management provide resources, not just ''lip service'' to enhance our ability to provide excellent service.	1	2	3	4	5
6	Management shows they care about service by constantly giving of themselves.	1	2	3	4	5
	Work engagement	1	2	3	4	5
1	When I get up in the morning, I feel like going to work.	1	2	3	4	5
2	At my work, I feel bursting with energy.	1	2	3	4	5
3	At my work, I always preserve, even when things do not go well.	1	2	3	4	5
4	I can continue working for long period at a time.	1	2	3	4	5
5	At my job, I am very resilient, mentally.	1	2	3	4	5
6	At my job, I feel strong and vigorous.	1	2	3	4	5
7	To me my job is challenging.	1	2	3	4	5
8	My job inspires me.	1	2	3	4	5
9	I am enthusiastic about my job.	1	2	3	4	5
10	I am proud on the work that I do.	1	2	3	4	5
11	I find the work that I do full of meaning and purpose.	1	2	3	4	5
12	When I'm working, I forget everything else around me.	1	2	3	4	5

13	Time flies when I am working.	1	2	3	4	5
14	I get carried away when I am working.	1	2	3	4	5
15	It is difficult to detach myself from my job.	1	2	3	4	5
16	I am immersed in my job.	1	2	3	4	5
17	I feel happy when I am working intensely.	1	2	3	4	5
	Job burnout	1	2	3	4	5
1	I feel emotionally drained from my work.	1	2	3	4	5
2	I feel use up at the end of the workday.	1	2	3	4	5
3	I feel burned out from my work.	1	2	3	4	5
4	I feel treat some customers as if they are impersonal ''objects''	1	2	3	4	5
5	I feel I have become uncaring toward people since I took this job.	1	2	3	4	5
6	I worry that this job is hardening me emotionally.	1	2	3	4	5
	Extra role behavior	1	2	3	4	5
1	I volunteer to do things for this organization.	1	2	3	4	5
2	I help others at this organization with their responsibilities.	1	2	3	4	5
3	I assist others working for this organization to the firm's benefit.	1	2	3	4	5
4	I get involved to benefit this organization.	1	2	3	4	5

Section 2

Please indicate your answer in the appropriate alternative.

1. How old are you?   **2.** What is your gender?

   17-21   Male

   21-24   Female

   25-28

   29-35

   36-50

   51+

3. What is the highest level of   **4.** How long have you been working

 education you completed?   In This hotel?

  High school   1-4 years

  University/2 years   4-8 years

  University/4 years   8-12 years

  Master   12+

  Doctora

5. What is your department?
   Front office
   Food and beverage
   Housekeeping