

**Personality Variables, Job Embeddedness and Job
Outcome:
A study in Jerusalem, Israel**

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ABSTRACT

This thesis develops and tests a conceptual model that examines job embeddedness as a full mediator of the effects of polychronicity and self-efficacy on service-oriented organizational citizenship behaviors. Data were collected from full-time frontline hotel employees in Israel for testing these relationships. Such data were collected with a time lag of two weeks .

The results demonstrated that high level of polychronicity and self-efficacy for frontline employees enhanced their job embeddedness in the workplace. The results also indicated that self-efficacy and job embeddedness encourage service-oriented organizational citizenship behaviors for frontline employees. In addition, job embeddedness acted as a partial mediator of the effect of self-efficacy on service-oriented organizational citizenship behaviors. However, the results did not provide any empirical support for the repolychronicity improvement on the service-oriented organizational citizenship behaviors in the workplace. Therefore, job embeddedness as a mediator does not affect the polychronicity on service-oriented organizational citizenship behaviors.

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

Key Words: Israel, Job Embeddedness, Polychronicity, Self-efficacy, Service-Oriented Organizational Citizenship Behaviors

ÖZ

Bu tezin amacı polikronik özellik ile öz yeterlilik değişkenlerinin iş ile iç içe olma değişkeni ile hizmet odaklı örgütsel vatandaşlık davranışı değişkenleri üzerindeki etkilerini araştıran kavramsal bir modeli geliştirip test etmektir. Bu modelde iş ile iç içe olma değişkeninin aracı rolü test edilmiştir. Değişkenler arası ilişkilerin test edilebilmesi amacıyla veri İsrailin Jeruselam şehrindeki otellerde çalışan ön hat personelinde toplanmıştır.

Bulgular, polikronik ve öz yeterlilik değişkenlerinin otellerde çalışan ön hat personelinin iş ile iç içe olmalarını artırdığını göstermektedir. Sonuçlar ayrıca öz yeterlilik ile işle iç içe olma değişkenlerinin hizmet odaklı örgütsel vatandaşlık davranışını olumlu yönde artırdığını göstermiştir. Ancak araştırmadan elde edilen bazı sonuçlar bize polikronik iyileşmelerin işyerindeki hizmet odaklı örgütsel vatandaşlık davranış değişkenini etkilemediğini de göstermiştir. Ayrıca işle iç içe olma değişkeni polikronik özellik ile hizmet odaklı örgütsel vatandaşlık davranış arasında aracı olarak herhangi bir etkiside olmadığı tesbit edilmiştir.

Bu tezde yönetsel öneriler üzerinde durulmuş , araştırmanın sınırları ve ileride yapılacak araştırmalarile ilgili önerilere yer verilmiştir.

Anahtar Kelimeler: İşle iç içe olma, polikronizm, öz yeterlilik, hizmet odaklı örgütsel davranış, ön hat personeli, Jeruselam, İsrail

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Chapter 1

INTRODUCTION

This chapter includes five sections: (1) philosophy of the research hypothesis that was conducted by using full-time frontline hotel employees in Jerusalem focusing on Israel part of the city, (2) purpose of the thesis; (3) thesis's contributions, (4) proposed methodology, and (5) outline of the thesis.

1.1 Philosophy of Research

The study uses a deductive approach to examine the relationships among personality variables, job embeddedness, and job outcomes in the conceptual model. In the deductive research, the researcher improved hypotheses required to be tested based on the existing theory. After that, through achievement of pertinent methodology the study is an advancement to illustrate whether the formulated hypothesis correct or incorrect (Wilson, 2010). In other words, the researcher puts the theoretical framework for the hypothesis then testing it to get the result (Ali & Birley, 1999).

This study checks formulated hypothesis in a conceptual model that examines job embeddedness as a full intermediate impact of job outcomes for a frontline employee's hotels in Jerusalem. By using two theories, first: person organization theory, second: job embeddedness theory as theoretical frameworks.

1.2 Purpose of the Thesis

In the work environment, one of the most important characterizations in the hospitality sector is to be time efficient and do the multiple tasks at the same time. Therefore, these environments encourage polychronic behavior for employees, which demand from frontline employees to transact more than one activity at the same time. In line with this, polychronicity, related to personality characteristics for employees (Slocombe & Bluedorn, 1999). Therefore, polychronicity (POLYC) will be related to affecting on service-oriented organizational citizenship behaviors (SOOCB) for frontline employees. For that reason, it is significant to take into discussion how well employees match the job according to personal-job fit theory (Edwards, 1991). Moreover, a stronger polychronic is desired from employees to do more than one task at the same time through moving upwards and backwards among these activities. In this way, the career for individual matches the ability of these employees in the workplace to keep stay in the hotel. So polychronicity for frontline employees may have effect on service-oriented organizational citizenship behaviors in the workplace. Consequently, polychromatic are embedded in personality variables. Therefore, perform better, enhance service-oriented organizational citizenship behaviors and have lower turnover intentions. On the other hand, based on social cognitive theory, self-efficacy (SELF) determines to the extent the employees have an ability to control for outcome and resources in different situations to enhance the performance in the workplace (Wood & Bandura, 1989b). Personages with critical self-efficacy set higher targets to achieve better than other. Consequently, there is a strong relation to frontline employees who

have higher self-efficacy to be kept in the hotel and therefore, perform better, encourage SOOCP and have lower turnover intentions.

Furthermore, there is some issue kept the frontline employees attached to their organizations through various types of attractive make the employees links to the organization and the value that effective for employees and related to, (a) how much this employee active in the organizations or the extent to which people have an ability to connect to other people at the workplace, (b) how much this employee feel comfort in the organizations and communities or the extent to which their careers for employees are fitted to communities and (c) the tangible and intangible advantage that would give up if they left the job.

Job embeddedness (JE) is determined by three dimensions: Links, fit, and sacrifice. The first dimension is related to “the degree how much these employees had direct or indirect relevance to the organization and other employees at the workplace”; the second dimension refer to “how much his or her feeling corresponded and reposed with an institution and the work environment”; the third dimension refers to the degree of realized value of tangible or psychosomatic interests that may be given up when leaving the organization (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001, pp. 1104-1105). In other words, employees who have tied connection between other employees at the workplace and feel comfortable within their job environment and are those who most likely do not quit from the job rather than those employees who have conflicting issues in this area and most likely do quit. As a result, such employees have high-performance and service-oriented organizational citizenship behaviors.

Against this backdrop, this study checks the formulated hypothesis that examines the relationships of the polychronicity, self-efficacy, job embeddedness, and service-oriented organizational citizenship behaviors. These hypotheses are tested using data from employees who have been directly connected with the guest in Jerusalem for four and five-star hotel. Overall, the study aims at examining the relationships of polychronicity, self-efficacy, job embeddedness, and service-oriented organizational citizenship behaviors within the hotel context in Jerusalem.

1.3 Contributions of the Thesis

Furthermore, this study is to improve the knowledge in hospitality sector: First, the challenge is to understand the complexities in the hotel work environment that to realize the relationship between polychronicity and self-efficacy on job performance and service-oriented organizational citizenship behaviors in the workplace. In addition, job embeddedness is determined as a full intermediate impact of polychronicity on job performance and service-oriented organizational citizenship behaviors. This study will necessarily assist in advancing the manager's knowledge of the polychronicity and self-efficacy related to job outcome.

Second, Human resources managers will use the knowledge to offer the right individual at right position in the workplace to meet his/her personalities to the job environment.

Third, the participation in this study is determined by frontline employee who works full-time in the hotel sector in Israel, as one of the best developing Mediterranean countries.

1.4 Proposed Methodology

As indicated above, this study has applied a deductive method. Specifically, the resource of data for this study is from frontline hotel employees having recurrent direct connection and interactions with the customers who are working in different departments in Jerusalem within four and five-star hotels.

Data were collected from frontline hotel employees with a time lag of two weeks in order to minimize the potential threat of common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The first questionnaires include items from personality variables, job embeddedness items, and several items with regard to different control variables. The second questionnaire consists of the service-oriented organizational citizenship behaviors measures. Frontline employees responded when I was required to participate in the study at Time II. The researcher informs all the participants in this study that information will be collected and their provided information will be confidential.

1.5 Outline of the Thesis

This thesis contains seven chapters. In this chapter, the researcher gives details about a deductive approach that will be used in this study. Then, an explanation of the target of this thesis will be discussed. After that, this chapter provides the contributions for this study. Next, show the methodology of this study. Finally, this chapter concludes by providing the outline of this thesis.

Chapter 2 provides information about tourism in Israel.

Chapter 3 consists of information about letter review. Particularly, using person organization and job embeddedness theory, connections between personality variables (i.e. polychronicity and self-efficacy) job embeddedness, on job outcomes are dimensions in this thesis.

Chapter 4 includes the research hypotheses in this study. It provides information about the conceptual model. In this study, the formulated hypothesis based upon the person organization theory, job embeddedness theory, and empirical evidence relevant to literature.

Chapter 5 includes information on methodology that was used for this study. Then, this chapter presents details about a deductive approach. Next, it gives details of the sample for this study. Finally, this chapter concludes by explaining the data collection that was used in this study, and gives details about the questionnaire structure and those who measures the questionnaires for this study.

Chapter 6 provides details about the results of the formulated hypothesis which was tested in this study based on demographic breakdown, exploratory factor analysis, coefficient alpha and correlation's standard deviations that used in this study.

Chapter 7 includes information about discussion and conclusion providing information for experiential findings and, however, it shows the implications of managers. Finally, an explanation about several limitations is based on a formulated hypothesis in this study, and the implications may be useful for other research in the future.

Chapter 2

TOURISM IN ISRAEL

Tourism planning in Israel started from the beginning of 1970s on a national scale only (Apostolopoulos, Loukissas, & Leontidou, 2001, p. 166). The Israeli presence in the Middle East challenged the political instability that leads to use another strategy like alliance between another country to enhance and increase the tourist arrival to Israel and reduce the risk of political issue. Furthermore, the hospitality sector in Israel always is able to changes according to what the consumer need or what the new service offer that led to join with Global Partners to keep always up with modulation. This also will cause various Israeli hotel chains which who have been collaborating themselves with international partner hotels by using global brands to enhance the performance of this hotel and encourage the ability to keep up with change based on the universal service (Preble, Reichel, & Hoffman, 2000). The hospitality industry is likely to do the guest or visitor as a friendly in the second home (Powers, 1992). Israel has several attractions for the tourist who differ in religion, such as Jews, Christians, Moslems and also there is a varied in interesting in the natural (Preble, Reichel, & Hoffman, 2000). Therefore, Israel offers several religious and historical sites, such as beach resorts, archaeological tourism, heritage tourism, ecotourism and museums which can attract visitors. According to the report prepared by the Ministry of tourism in Israel 2012, 3.5 million people visited Israel during that year achieved 4% increase comparing with 2011.

Jerusalem is the capital of Israel; it has two essential languages for residents who stay in Jerusalem, Hebrew and Arabic.

According to the Ministry of tourism, until 1992, Israeli hotels were required to get a rating, which was carried out by the Tourism Ministry. Since the law was cancelled, Israeli hotels were not rated according to the international standard star system, although this has not prevented travel agencies from marketing them to local and foreign tourists based on ratings as the agencies saw fit, without any official sanction. At the end of 2012, the Knesset (the unicameral legislature of Israel) decided to allow Israeli hotels to be rated again. Therefore, the rating from one to five stars for those hotels is based on European Hotel-stars Union model. There is some process and regulations specifically for Jews. This includes mandatory food such as kosher and Shabbat which is vital for Jewish people who must checkout after 7 pm on Saturday. Moreover, they also expect high security at the hotel that leads to Israel hotel association to encourage this process and regulations to European association to adopt this point of the system. As a result, the European association allowed to change the general model to adapt a new model called Israeli model. By the next year, the ratings will be implemented. When Israel adopts this model it will lead to join the eleven European countries using the same model. The Hotel-stars only accepts members from European Union countries. However, Israel hopes to become a member of Hotel-stars when it accepts countries not member of the European Union. This new rating system will allow some hotel to reduce the room price that may increase the number of visitors to Israel.

Chapter 3

LITERATURE REVIEW

The objective of this chapter is to examine the literature review on polychronicity, self-efficacy, job embeddedness and Service-Oriented Organizational Citizenship Behaviors in the workplace.

3.1 Personality Variables

Personality variables in the hospitality industry are required from individual essential personality characteristics to deal with hospitality activities in the workplace. There are several personality variables having that have an association with presence, such as empathy, imagination, immersive tendencies, dissociation tendencies, locus of control and cognitive style (Wallach, Safir, & Samana, 2010). According to the theory, Five-Factor Model (FFM) is used to describe human personality which determines - extraversion, agreeableness, neuroticism, openness, and conscientiousness. Alternatively, this item means "Extraversion" that refers to be assertive, talkative, and energetic; Agreeableness refers to be good-natured, cooperative, and trustful; Neuroticism referred to calm, and not easily upset; Openness refers to active imagination, preference for variety, and attentive to inner feelings; and Conscientiousness refer to be orderly, responsible, and dependable.

Therefore, polychronicity determine as part of personality characteristic (Slocombe & Bluedorn, 1999). therefore, that may enhance service-oriented organizational citizenship behaviors in the workplace. Based on individual-job fit theory, it is significant to take into consideration the extent who much frontline employees matched the job in the workplace (Edwards, 1991).

3.1.1 Polychronicity

In the work environment, one of the most significant elements in the hospitality sector is to use time effectively and do the multiple tasks at the same time. Therefore, these environments enhance polychronic behavior for employees, which is desired from frontline employees to transact more than one activity at the same time. For each individual, they accomplish goals in differ time in different ways (Steiner, Rizzuto, & Conte, 1999). Therefore, in the workplace, there are different patterns to organize the time efficiently (Bluedorn et al., 1992) monochromic and polychronicity. According to Bluedorn et al. (1999) argue that: The formal means: It is related to the degree to employee's focus to do one task and completed before a move to another task for the same time, the latter: It related to a degree for employee's looking to do several activities at the same time. This requirement from employees exemplifies how they do more than one task at the same to moving backward and upward among those activities, therefore, may well be the employees to stay on the job and encourage service-oriented organizational citizenship behaviors. According to Kaufman et al. (1991) believe that when the employees do more than one task at the same time that reduced conflicting roles in the workplace. In contrast, when employees focus on doing one task that the effect of the outcome performance in the workplace. Polychronic time use has extended

through two dimensions: multi-tasking and task-switching. The former, refers to a part of the type of polychronicity, is determined to do more than one task at the same time in the workplace (Ofori-Dankwa & Julian, 2001). For example, employees at the front desk may find it to be possible to send out the emails, answer phones and greet customers at the same time. The latter is determined by the ability to change between several activities through moving backwards and upwards at the same time in the workplace (Frei, Racicot, & Travagline, 1999). For instance, frontline employees may shift different tasks at the same time. In the workplace, the task shifting behavior is adequate for frontline employees because it enhances the employees to shift between back and forth during do the task at the same time that related to improving the multiple activities for employees (Jang & George, 2012, p. 2). In various studies that found the connection among polychronicity and job consequences have an affirmative effect (Hui et al., 2010). Therefore, polychronicity among employees who have been directly connected with the guest is an affirmative associated with service-oriented organizational citizenship behaviors.

3.1.2 Self-efficacy

Self-efficacy indicates to whom much of the employee's "beliefs in one's capabilities to mobilize the motivation, cognitive resources, and courses of action needed to meet given situational demands" (Wood & Bandura, 1989a, p. 408). Furthermore, Self-efficacy derived from social cognitive theory through a personality characteristic (Stajkovic & Luthans, 1998). Bandura's (1997) suggest that the Social cognitive theory defends the self-efficacy determine three features: First: magnitude that means how extremely the employees can achieve this task. Second: strength that

referred to how much degree of extent the employees feel ability and confidence to do the task. Third: generality that referred to how extremely the employees feel to have the powerful to do the task in different conditions.

Creative self-efficacy is important to show the reason how the employees do the task. Particular person and contextual variables are attached to inventive outcome (Mathisen, Bronnick 2009). Therefore, Bandura's (1997) believe that the creative self-efficacy show the ability for employees to achieve the task by effectively that led to enhance the performance of these employees in the workplace. Sousa, Coelho, and Guillamon-Saorin (2012) believe that employee's self-efficacy has been related to important outcomes for organizations in the workplace. Also, autonomy is positively relation related to self-efficacy. Karatepe, Arasli, and Khan (2007) found that the self-efficacy improve the job performance and affective organizational obligation for the employees in the workplace. Based on Lubbers, Loughlin, and Zweig (2005) argue that self-efficacy enhance the job performance of young employees.

Self-efficacy is related to the ability to do a specific task in the workplace; self-efficacious the employees put a high target to achieve these goals that led to improve the effort for employees and encourage the performance (Gist, 1987). Bradley and Roberts (2004) found that employees who are more likely to be pleased with the job when they have higher self-efficacy in the workplace. In contrast, employees who don't have a high target that led to a reduction of the ability for these employees to do the task and decrease the performance in the workplace (Wood&Bandura, 1989b). Specifically, Jimmieson (2000) demonstrated that employees who perceived a self-efficacy that lead

to enhance the ability of control in the workplace and the employee feel comfort in the workplace.

3.2 Job Embeddedness

The complexity in the hospitality management and marketing literature that led to focus to a new concept like Job embeddedness (Karatepe & Ngeche, 2011). Job embeddedness refers to the degree to keep employees stay within the organization (Yao et al., 2004). Employees feel attached to the organizations among several items that make the employees coherence to the organization (Sablynski, Burton, and Sekiguchi, 2008).

There are three dimensions of job embeddedness include these components: Links, fit, and sacrifice.

3.2.1 Links

Links indicate to the employees who have official or unofficial communication between a coworker, organization and other people within the community (Mitchell et al., 2001). Sablynski, Burton, and Sekiguchi (2008) argue that employees who have a high degree of communication that have an ability to participate within the community. That could be expected to encourage the employee performance and reduce turnover intentions in the workplace. For example: when the employees have nice connections between coworkers if that's related to the job or not, and with other people within the community are perceived as likely to stay in the job such as married employees and enhance the job outcome.

3.2.2 Fit

Fit refers to which extent the employees feel comfortable and correspond among the community and the workplace community (Mitchell et al., 2001). Sablinski, Burton, and Sekiguchi (2008) believe that the employee feels comfortable when skills for employees match the job that led to enhance the job performance for employee and decrease the turnover intentions for employees. For instance: the external factor such as entertainment, climate and the culture in the workplace have direct effects on employee's to be likely to stay within the organization (Holtom et al., 2006).

3.2.3 Sacrifice

Sacrifice referred to the tangible and intangible advantage that may be forfeited when the employees likely to leave the organization (Mitchell et al., 2001). Sablinski, Burton, and Sekiguchi (2008) suggest that the employees recognize the benefit that forfeited if looking forward to leaving the job that led to enhance the job performance and reduce the turnover intentions for employees. For example: if the employee is thinking to quit they are contemplating on what they can lose currently and for their future career. Moreover, they also give up their colleagues and promotional opportunities from the organization.

In other word, when the employees enjoy a high degree of link, fit, and sacrifice will lead the employees to be job embedded or socially enmeshed in the organization. When employees feel satisfied and compatible with the environment in the workplace, organization and the community, they would have more loyalty to stay within the organization. Furthermore, there is some issue tangible and intangible that prevents employees to leave the job.

3.3 Service-Oriented Organizational Citizenship Behaviors (SOOCB)

Organizational citizenship behaviors are defined by Organ (1988) the ability of employees within the organization to enhance the perfect performance at the workplace. In the workplace, the employee's behaviors that exceed their formal job requirements for employees are not granted by the formal reward system in organizations (Organ, 1988). Therefore, organizational citizenship behaviors are classified into five dimensions: altruism, conscientiousness, sportsmanship, courtesy and civic virtues (Organ, 1988). Job descriptions were not being defined clearly of the behaviors for employees in the workplace. Thus, the employees are ready to complete an extra-role that exceeds their formal role job requirements encouraged organizational performances in the workplace (Organ, 1997). The impractical structure applied to display the cause to preserve operator involvement in organizational citizenship behaviors. Firstly that related to a norm of reciprocity (Gouldner, 1960), the second based upon the role of social exchange theory (Blau, 1964). Subsequently, in the workplace relation between employees control of nature of dealings that mean the response to reply depends on the sender's a way to deal with his colleague in a positive or negative manner lead to a positive or negative response. As the outcome of organizational citizenship behaviors improved the teamwork between co-workers, make the employees more active within the organization, enhance the ability to work in different environment within the organization, and kept employees staying in the organization.

Organizational citizenship behaviors referred to show how much the employee's obligation to the organization (Castro, Armario, & Ruiz, 2004). There are two stimulus effects on organizational citizenship behaviors in the workplace: attitudes and

personalities of the employees (Bolin, 1999). In other words, organizational citizenship behaviors have various dimensions for service organizations in the workplace (Borman & Motowilo, 1993). Consequently, the dimensions of service-oriented organizational citizenship behaviors are more appropriate for predicting what the customer's need of service quality (Wang, 2009).

Because of a lack of theoretical boundaries that led to organizational citizenship behaviors that has different meanings and dimensionality at this time (Bettencourt, Gwinner, & Meuter, 2001).

In a recent research, Bettencourt, Gwinner, and Meuter (2001) examined the relationship between attitude in the workplace, individuality for employees, and previous experience of employees with the ability of employees to be loyal to the organization, enhance service delivery, and participation of service-oriented forms of an employee organizational citizenship behaviors.

Service-oriented organizational citizenship behaviors refer to the discretionary behaviors that exceed their formal job requirements for employees performed by frontline employees to the customers in the workplace (Bettencourt & Brown, 1997).

Service-oriented organizational citizenship behaviors that have three traits:

1) Loyalty: refers to the employee who represents the organization in a positive way when enhancing the image of the organization and the service to outsiders as a positive way (Bettencourt, Gwinner, & Meuter, 2001).

2) Service delivery: that means, the frontline employee's delivering the service in the workplace to the customers of accurate, responsive, beneficial, and courteous practice (Bettencourt et al., 2001).

3) Participation: refers to the frontline employees who act as an essential source for organizations providing information to achieve customer need and enhance the service delivery process in the workplace (Bettencourt & Gwinner, 1998).

Chapter 4

RESEARCH HYPOTHESES

This chapter includes two sections: the first discusses the proposed hypothesis that examines job embeddedness as a full intermediate impact of job outcomes for a frontline employee's hotels established on different impractical structures, such as person organization theory and job embeddedness theory. Experimental directory is also determined in this study. The second discusses hypotheses for this study that include polychronicity, self-efficacy, job embeddedness, and service-oriented organizational citizenship behaviors.

4.1 Conceptual Model

As indicated before, understanding the personality variables and outcomes of job embeddedness would provide human resources and hospitality managers with useful implications to enhance service-oriented organizational citizenship behaviors in the workplace. Consequently, this thesis examines job embeddedness as a full mediator effect of the polychronicity and self-efficacy on service-oriented organizational citizenship behaviors.

Figure 1 shows the relationships to be tested in this empirical study. The model proposes polychronicity and self-efficacy positively influence the job embeddedness. The model proposes that job embeddedness is positively related to service-oriented

organizational citizenship behaviors. Also, the model proposes that the relationship between polychronicity and service-oriented organizational citizenship behaviors was directly positive in the workplace, and the relationship between self-efficacy and service-oriented organizational citizenship behaviors was directly affirmative in the workplace. Finally, the model proposes that job embeddedness has fully mediated impact of the polychronicity and self-efficacy on service-oriented organizational citizenship behaviors.

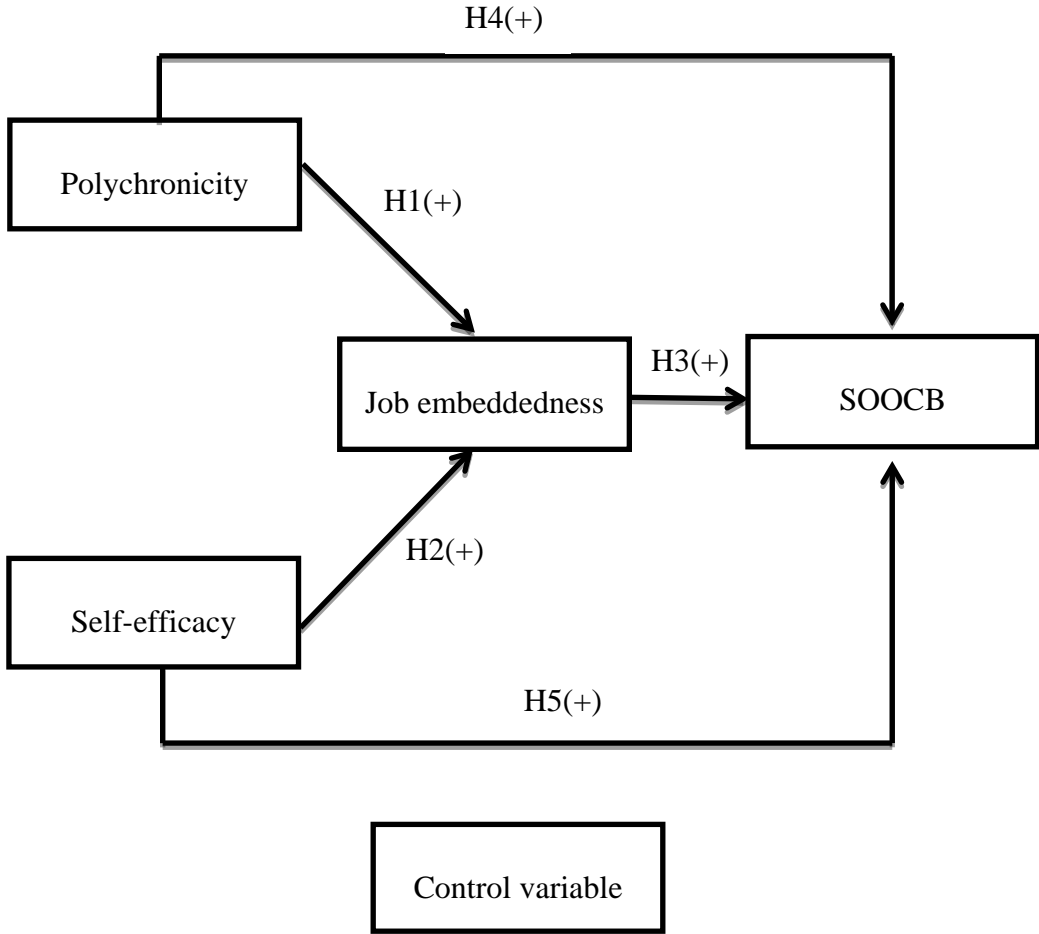


Figure 1: Conceptual Model

4.2 Hypotheses

4.2.1 Polychronicity and Job Embeddedness

In the conceptual model polychronicity is attached to job embeddedness. This relationship indicates that employees, who have been direct relation with the guest, are highly embedded in the jobs. Polychronicity, as part of personality characteristics (Slocombe & Bluedorn, 1999) may have impact on job embeddedness. According to personality–job fit theory, person's individuality characteristics will bring out which degree the employee's adaptability within an organization (Anderson, Spataro, & Flynn, 2008). Specifically, the employees who aim to carry out more than one activity at the same time or the individual who shifts between those several activities, according to personality–job fit, will be done when the personality for employees and skills agree with the task in the workplace that led to encourage employees that would be embedded in their job. Jang and George (2012) argue that when employees deal with more than one task and shift between those activities that may well enhance job performance and reduce turnover intentions in the Southern Western United States.

Subsequently, these evidences provided the first hypothesis.

H1: Polychronicity among non-supervisory hospitality employees is positively associated with Job Embeddedness.

4.2.2 Self-efficacy and Job Embeddedness

Self-efficacy has a significant job embeddedness effect on work attachment. According to personality–job fit theory that determines the degree which employees are able to complete tasks as an individual who led to a higher efficiency in the workplace

that improves job embeddedness for employees to stay within the organization (Anderson, Spataro, & Flynn, 2008). Therefore, employees who have high job embeddedness will obviously have a high self-efficacy and influence on innovation behavior and the higher work engagement (Widianto, Abdullah, Kautsar, & Meiyanti (2012). The general self-efficacy for employees have a direct impact of a job in the workplace to achieve the goals within the organization (Songa & Chonb, 2012). Self-efficacy has a direct influence on job performance at the workplace. However, Karatepe, Arasli, and Khan (2007) that's not found enough significant related to a self-efficacy that had an effect on job satisfaction.

Accordingly, the following hypotheses proposed:

H2: Self-efficacy among non-supervisory hospitality employees is positively associated with job embeddedness.

4.2.3 Job Embeddedness and Service-Oriented Organizational Citizenship Behaviors

The conceptual model showed that service-oriented organizational citizenship behaviors result of job embeddedness outcomes. In other words, employees who have higher levels of job embeddedness enhance service-oriented organizational citizenship behaviors are better, based on JE theory, than individuals whom owning a higher extent from the link, fit and sacrifice that will be improved service-oriented organizational citizenship behaviors in the organization (Lee et al., 2004). Nevertheless, the impact of job embeddedness on service-oriented organizational citizenship behaviors hasn't too much empirical evidence. In empirical terms, Lee et al. (2004) believe that job embeddedness has a positive influence to enhance job performance and organizational

citizenship behaviors through the employees of a large international financial institution in the USA. Halbesleben and Wheeler (2008) argue that job embeddedness improved the employees to enhance the ability for achieving the task and work with your coworker so as to improve the performance in the workplace. Therefore, employees who have higher levels of job embeddedness have been a better positive effect on service-oriented organizational citizenship behaviors.

Consequently, next hypotheses are offered:

H3: Job embeddedness is positively related to Service-Oriented Organizational Citizenship Behaviors.

4.2.4 Polychronicity and Service-Oriented Organizational Citizenship Behaviors

Based on personality–job fit theory, employees who prefer to do more than one task at the same time lead to improve the formal role requirements for employees at the workplace to achieve the service delivery to customer, enhance the communication among individuals, co-workers, and organizations in the workplace, and thus the influence of polychronicity on organizational citizenship behaviors that have no enough empirical evidence. Therefore, Taylor et al. (1984) found that characterized work adapts the polychronic that enhanced the performance outcomes for employees on extra-role behaviors in the workplace.

Accordingly, the following hypotheses are offered:

H4: There is a positive relationship between polychronicity and service-oriented organizational citizenship behaviors.

4.2.5 Self-efficacy and Service-Oriented Organizational Citizenship Behaviors

Based on personality–job fit theory and social cognitive theory, employees who are able to complete task and confident to achieve this task successfully, can act a behavior that lead to avoid unnecessary errors during rendering service for the customer and improve the communication among individuals and co-workers in the workplace. In this empirical study, Beauregard (2012) argues that self-efficacy for a man has predicted more participation in citizenship behaviors in the workplace. In addition, the employees who have high self-efficacy in the workplace have a desire to help other employees in the organization to solve the problems (Beauregard, 2012).

Accordingly, the following hypotheses are developed:

H5: There is a positive relationship between self-efficacy and service-oriented organizational citizenship behaviors.

4.2.6 Job Embeddedness as a Full Mediator

The conceptual model suggests that job embeddedness fully intermediate the impact of polychronicity and self-efficacy on service-oriented organizational citizenship behaviors. Job embeddedness theory examines that the three dimensions links, fit, and sacrifices retain employees to stay in the organizations and enable them to enhance high service-oriented organizational citizenship behaviors in the workplace. Specifically, based on job embeddedness theory, frontline hotel employees who having friendly connections with other employees at the workplace connects or not related to the job that enhanced the participation and communication among individuals, co-workers, and organizations in the workplace (Bettencourt et al., 2001) and improves the positive representation in encouraging word of mouth to outsiders about this organization. In

addition, the second important issue for frontline employees to stay within the organization is fit to the job for to enhance delivering the highest service inaccurate, responsive, advantageous, and courteous practice to the customer in the workplace (Bettencourt et al., 2001). Therefore, this benefit helped employees to stay in the organization and encourages the employees to enhance high delivery service in the workplace to avoid mistakes during it. Under these situations, the individual who has a higher embodiment in the job will improve the service-oriented organizational citizenship behaviors in the workplace. Employees who have polychronicity and self-efficacy would like to stay within the organization and improve service-oriented organizational citizenship behaviors. Consequently, polychronicity and self-efficacy affect on service-oriented organizational citizenship behaviors directly and indirectly through job embeddedness.

In addition, polychronicity has a direct impact to enhance job performance for frontline employees and encourage extra-role customer service in the Turkish Republic of Northern Cyprus (Karatepe, Karadas, Azar, & Naderiadib, 2013). Therefore, a strong polychronicity enhances job performance better and displays lower turnover intention.

Self-efficacy has a direct impact on employees to enhance job performance in Northern Cyprus (Karatepe, Arasli, & Khan, 2007). Lai and Chen (2012) found that the connection among self-efficacy and job performance and job satisfaction has a positive effect on persons of automobile sales in Taipei, Taiwan. Therefore, a higher level of self-efficacy enhances job performance better and displays lower turnover intention.

In contrast, little work has paid attention on the personal characteristics to examine the connection among self-efficacy, polychronicity on job performance and

turnover intention. Based on person organization theory, employees who receive higher polychronicity and self-efficacy have higher job performance and display lower turnover intention through high levels of job embeddedness.

This recent study is related to field of hospitality and tourism, therefore this study is significant to expand the knowledge of the industry through investigating these connections.

Accordingly, the following hypotheses provided:

H6: Job embeddedness mediates the effects of polychronicity on service-oriented organizational citizenship behaviors.

H7: Job embeddedness mediates the effects of self-efficacy on service-oriented organizational citizenship behaviors.

Chapter 5

METHODOLOGY

This chapter gives details about the methods used in this study. This chapter includes four sections, (1) Looks for a deductive approach for this study, (2) gives details about the sampling approach that has been used, (3) details about the data collection, and (4) Provided information about questionnaire structure that was used for this study.

5.1 Deductive Approach

This thesis used deductive approach. That is, this thesis developed hypotheses using two well-established theories: personality-job fit theory and job embeddedness theory and tested them using data obtained from a sample of full-time frontline hotel employees with a time lag of two weeks in Israel. According to Graziano and Raulin (1993) suggest that through using a deductive method the researcher check formulated hypothesis, consequently, that shows which hypothesis is correct or not correct. In short, this thesis tested job embeddedness as a full mediator of the effects of service-oriented organizational citizenship behaviors.

5.2 Sample

The participants in this study range from employees who have been directly connected with the guest and who work full-time in the hotel. This study data were

obtained from the full-time frontline employees of the four- and five-star hotels in Jerusalem in Israel. Furthermore, the participation in this study includes various departments which have connected with the guest.

In Jerusalem there is a several hotel offered the best service for visitors and the residents of Israel.

5.3 Data Collection

This was done by contacting hotel management to help gather information by meeting with the manager of the human resources department after sending the letter by e-mail or phone call to arrange the day to meet them. This meeting was about explaining the objectives of this study and explaining the questionnaire for time I and time II to get authorization for data collection from employees who have been directly connected with the guest at the hotel. Administration of three five-star and six four-star hotels gave permission for data collection. Of the participants, one luxury hotel, one of top five in Jerusalem, three International hotels and five national hotels.

There are three hotels, one five-star International hotels and two four-star hotels national hotels that give the researcher permission to connect with their employees face to face and collect data from them, but they are six one luxury hotel, two International hotels and three national hotels which don't give the researcher permission to directly contact their frontline employees face to face and collect data from them.

First, for the time I and time II questionnaires were explained to the human resource department in seven hotels. Then, the human resource department received the questionnaires and circulated the questionnaires to the department supervisors. Frontline employees who have been direct connect with the guest face to face who were able to

complete of the survey the from their department supervisor. After the completion of the questionnaires, it was placed into an envelope and sealed. The researcher received the questionnaires from the human resource directors. Before that, the researcher informed all the participants in this study that participation was voluntary. This is consistent with extant research (Jang & George, 2012).

The time lag in this study was two weeks between dependent and independent variables, and frontline employee's service-oriented organizational citizenship behaviors were evaluated using data obtained at Time II. Podsakoff et al. (2003) suggest that the different between predictor and criterion variables that enhance to reducing problems correlating to a serious threat that leads to measurement error that in turn can inflate or deflate the observed correlations among the study variables. Therefore, in accordance with a recent empirical study (Karatepe et al ., 2013; Karatepe & Ngeche 2012).

In this study, the first period for the questionnaire concentrated and measures, the polychronicity, self-efficacy, and job embeddedness for employees. Also, determine items from a different control variable. The second period for questionnaires concentrated and measures in service-oriented organizational citizenship behaviors. In this study it was required for participation of those that enjoyed doing the first period to do the second period for this study. The same respondents were required to complete the Time I and II questionnaires. Specifically, the researcher required all the participants in this study to write the first name and the family name in the special paper after that it will be disclosed and the name to be confidential. Then, the researcher prepares a master list for all employees whom participate in this study and given him/her an

identification number. As a result, this process leads to different periods and confirms the correctness this study. Consistent with extant research (Karatepe et al., 2013; Karatepe & Ngeche 2012).

250 questionnaires were distributed to the all hotel are participating in this study at times I. But the participation on times I only 112 participate that are retrieved, that usable at times I, yielding a response rate of 55 %. 112 questionnaires were distributed to employees who do the time I in this study as at time two. At time II all of them were retrieved, that usable at time II, yielding a response rate of 100%. 112 questionnaires were distributed to supervisor assessment at time II, all of them were retrieved, that usable at time II, at yielding 55 %.

5.4 Questionnaire Structure and Measures

The Time I questionnaire included the polychronicity, self-efficacy, and job embeddedness measures and demographic variables. The Time II questionnaire consisted of the service-oriented organizational citizenship behaviors measure.

In this, the study used back-translation method to all items on the questionnaires for the first and second period that mean first prepare the questionnaires in English after that translated into Hebrew (Parameswaran & Yaprak, 1987). After that, that required from the researcher to be sure all the questionnaires are correct and easy to understand from employees. Therefore, the researcher did not find it difficult for employees to understand these items. For this reason, the researcher did not make any changes again in the questionnaires. The first and second period for questionnaires are shown in the Appendix.

5.4.1 Polychronicity

The 10-item inventory of polychronic values developed by Bluedorn et al. (1999) was used to operationalize polychronicity. Sample items are “I like to juggle several activities at the same time” and “I would rather complete an entire project every day than complete parts of several projects.” Responses to items in polychronicity were rated on a five-point scale ranging from 5 (strongly agree) to 1 (strongly disagree). These scale items were used in other empirical investigations (Karatepe et al., 2013; Jang & George, 2012). Higher scores demonstrated higher polychronicity.

5.4.2 Self-efficacy

The seven-item scale was used from Jones (1986) to measure self-efficacy. These scale's items were also used in the works of (Karatepe et al., 2006). Sample items are “My job is well within the scope of my abilities” and “I feel that I am overqualified for the job I am doing.” Responses to the items in self-efficacy were elicited on a five-point scale ranging from 5 (strongly agree) to 1 (strongly disagree). Higher scores demonstrated higher self-efficacy.

5.4.3 Job Embeddedness

The seven-item inventory of job embeddedness values developed by Crossley et al. (2007) was used to operationalize job Embeddedness. Sample items are “I feel attached to this hotel” and “It would be difficult for me to leave this hotel.” Responses to the items in job embeddedness were scored on a 5-point scale ranging from 5 (strongly agree) to 1 (strongly disagree). These scale items were used in other empirical

investigations (Karatepe & Ngeche, 2012). After one, negatively worded item had been reverse scored, higher scores indicated higher job embeddedness.

5.4.4 Service-Oriented Organizational Citizenship Behaviors (SOOCB)

Sixteen items from MacKenzie, Podsakoff and Fetter (1993) were used to measure frontline employees' service-oriented organizational citizenship behaviors. These scale's items were also used in the work of (Bettencourt et al., 2001; Bettencourt, 2004; Beauregard, 2012). Sample items are: "I encourage coworkers to contribute to ideas and suggestions for service improvement" and "I say good things about organization to others." Responses to the items in service-oriented Organizational Citizenship Behaviors were elicited on a 5-point scale ranging from 5 (strongly agree) to 1 (strongly disagree). Higher scores demonstrated higher service-oriented Organizational Citizenship Behaviors.

Chapter 6

RESULTS

This chapter presents details about the results of this thesis. First: provides information about the demographic breakdown in this study. Then, give information about the exploratory factor analysis and coefficient alpha. Next, in this study hypothesis results based on correlation's standard deviation and hierarchical multiple regression analysis.

6.1 Demographic Breakdown of the Sample

Table 1 shows the demographic profile of the study's respondents. Most of the respondents (80%) are male, while the remaining 20% are female. Most of them are married (74% while the rest 26% are either single or divorced. Thirty-two percent of the respondents are between ages of 18 and 27, 29% are between twenty-eight and twenty-seven, 21% are between age of 38 and 47, 12% are between 48 and 57 while the remaining 5% are above fifty-eight years old.

Respondents have secondary and high school degree (27%), two-year college degree (24%), primary school degrees (32%) and sixteen percent of them have four-year college degree, with only 9% having graduate degree.

Forty-six percent of the respondents have been in the organization between one and five years, 25% of them have worked in the organization between six and ten years,

23 % between eleven to fifteen years, while the remaining 5 % have only been in the hotel organization for less than one year.

Table1: Respondents' Profile (n= 112)

	<u>Frequency</u>	<u>%</u>
<u>Age</u>		
18-27	36	32.1
28-37	32	28.6
38-47	24	21.4
48-57	14	12.5
58-67	6	5.4
Total	112	100.0
<u>Gender</u>		
Male	90	80.4
Female	22	19.6
Total	112	100.0
<u>Education</u>		
Primary school	36	32.1
Secondary or high school	30	26.8
Vocational school	27	24.1
Undergraduate school	18	16.1
Graduate/Doctor	1	.9
Total	112	100.0
<u>Organizational tenure</u>		
Less than 1	6	5.4
1-5	52	46.4
6-10	28	25.0
11-15	26	32.2
Total	112	100
<u>Marital status</u>		
Single or divorced	29	25.9
Married	83	74.1
Total	112	100.0

6.2 Measurement Results

Table 2 displays the results of the exploratory factor analysis. The exploratory factor analysis used principal component analysis with Varimax rotation to determine if variables represented the distinct concepts of interest. As the initial results showed cross loadings, two items from SOOCB and JE were dropped, and three items from SELF and POLY were dropped respectively. Factor loadings range from .61 to .80. These results

showed that all items loaded on their underlying factors. The coefficient alphas for all variables were greater than the cut-off level .70 as shown in Table 2.

Table 2: Exploratory Factor Analysis Results and Coefficient Alpha (α)

Scale Items	Loadings	Eigenvalues	% of variance	Alpha
<u>Service-Oriented Organizational Citizenship Behaviors</u>				
		7.7	29.7	.93
I encourage coworkers to contribute to ideas and suggestions for service improvement.	.80			
I say good things about organization to others.	.80			
I make constructive suggestions for service improvement.	.79			
I generate favorable goodwill for the company.	.78			
I conscientiously follow guidelines for customer promotions.	.74			
I tell outsiders this is a good place to work.	.74			
I follow customer-service guidelines with extreme care.	.73			
I always have a positive attitude at work.	.73			
I follow up in a timely manner to customer requests and problems.	.72			
Regardless of circumstances, I am exceptionally courteous and respectful to customers.	.71			
I actively promote the firm's products and services.	.71			
I frequently present to others creative solutions to customer problems.	.61			
<u>Job Embeddedness</u>				
		3.7	14.4	.82
It would be difficult for me to leave this hotel.	.84			
I am too caught up in this hotel to leave.	.84			
I feel tied to this hotel.	.78			
I simply could not leave the hotel that I work for.	.67			
I feel attached to this hotel.	.62			
<u>Self-efficacy</u>				
		2.3	8.9	.78
I feel that I am overqualified for the job I am doing.	.74			
I feel confident that my skills and abilities equal or exceed those of my colleagues.	.73			
My past experiences and accomplishments increase my confidence that				
I will be able to perform successfully in this hotel.	.72			
I did not experience any problems in adjusting to work in this hotel.	.64			
My job is well within the scope of my abilities.	.64			
<u>Polychronicity</u>				
		1.7	6.4	.73
I believe people should try to do many things at once.	.78			
I believe people do their best work when they have many tasks to complete.	.71			
I believe it is best for people to be given several tasks and assignments to perform.	.69			
I like to juggle several activities at the same time.	.65			

Note: All factors loadings are above .50. Kaiser-Meyer -Olkin Measure of Sampling Adequacy= .79. Bartlett's Test of Sphericity=1639.

Table 3: Mean Standard Deviations. Correlations of Study Variables

Variables	Mean	SD	1	2	3	4
1. POLYC	3.48	.84	1.000			
2. SELF	3.78	.75	.332**	1.000		
3. JE	3.81	.74	.196*	.330	1.000	
4. SOOCB	4.05	.63	.044	.350**	.150	1.000

Note: Composite scores for each construct were computed by averaging respective item scores. The scores for all constructs ranged from 1 to 5. The correlations are significant (*p <.01, ** p< .05, p< .10).

6.3 Model Test Results

Means, standard deviations and correlations of the study variables are presented in Table 3. The correlation coefficients between POLYC, SELF and JE are significant. The results indicate that POLYC is significantly correlated with JE ($r=.196$) and SELF is significantly correlated with JE as well ($r=.330$). Moreover, only SELF is significantly correlated with SOOCB ($r=.350$). However correlation coefficients between POLYC and SOOCB were not significant.

Therefore, the first three conditions of mediation according to Barron and Kenny (1986) are met. That is POLYC is significantly related to JE. In the same way SELF is significantly related to JE. Job embeddedness is significantly related to SOOCB. Only SELF is significantly correlated to SOOCB.

Table 4: Hierarchical Multiple Regression Analysis: Direct and Mediating Effects

Independent Variables	Standardized regression weights	
	SOOCB	
	Step 1	Step 2
<i>(I)SELF</i>	.35	.34
<i>(II)JE</i>		.39
<i>F</i>	15.4	7.7
<i>R² square at each step</i>	.123	.124
<i>ΔR²</i>		0.01

Note: The VIF did not indicate any issue pretend of collinearity.

In line with the first three conditions for mediation analysis, the results shown in Table 4 provided support for hypotheses 1, 2, 3, 5. The independent variables (POLY & SELF) are significantly related to JE, which in turn is positively related to SOOCB. Nevertheless, among the two independent variables, only SELF is significantly related to SOOCB as indicated in the table above.

H1. POLYC is positively related to JE.

H2. SELF is positively related to JE.

H3. JE is positively related to SOOCB.

H5. SELF is positively related to SOOCB.

Therefore, according to the results hypotheses 4 and 6 were not supported.

H4. POLYC is positively related to SOOCB

H6. JE partially mediates the relationship between POLYC and SOOCB.

By testing the last step for mediation, the indirect effect of SELF on SOOCB through JE is significant specifically JE partially mediates this relationship. Therefore hypothesis 7 is supported.

H7. JE partially mediates the relationship between SELF and SOOCB.

According to the results, as far as SOOCB is concerned, JE increased the variance by 1%.

Chapter 7

DISCUSSION AND CONCLUSIONS

This chapter includes three sections, (1) provides an evaluation of the findings, (2) gives information about the conclusions and managerial implication, and (3) provides details about the limitations in this study and the future survey.

7.1 Evaluations of Findings

This study checks formulated hypothesis in a conceptual model that examined job embeddedness as a full mediator impact of polychronicity and self-efficacy on service-oriented organizational citizenship behaviors for employee's who had a direct connection with guest in Jerusalem. Therefore, the result of this thesis provided various useful observations.

First, the results show that polychronicity and self-efficacy increase employees' job embeddedness are coordinated with the principles of personality–job fit theory and job embeddedness theory (Holtom et al., 2006; Mitchell et al., 2001). An individual who enjoys personality variable characteristics of polychronicity and self-efficacy in the workplace may not leave the job in comparative with the other employees who do not have these characteristics in the same place. Consequently, individuals who prefer to do more than one task at the same time will enhance job embeddedness and stay within the organization. Also employees who are able to complete tasks as an individual than in a

team will have a higher efficiency in the workplace that lead to high levels of job embeddedness to stay within the organization. In addition, based on job embeddedness theory and personality–job fit theory, employees who do not have such characteristics or personality whose job is not fit in the workplace may not have a chance to stay within the organization.

Second, the results show that job embeddedness encourages frontline employees for service-oriented organizational citizenship behaviors. This is consistent with the other empirical studies (Lee et al., 2004; Karatepe & Ngeche, 2011; Karatepe & Karadas, 2012). In addition, job embeddedness theory links, fit and sacrifice encourage employees to serve service-oriented organizational citizenship behaviors better at workplace. In other word, employees who have high levels of connections with co-workers and skills matching with this job also understand the psychological benefits that forfeited when leave the job which may encourage the employees to improve the service delivery to the customer and encourage the communication among individuals, co-workers, and organizations in the workplace. Furthermore, the frontline employees who are very tied to their jobs support work efficiently in the workplace more than other employees, and become more active with co-workers, also probably do not have desired to quit from the job (Lee et al., 2004).

Third, the outputs of this study do not support the polychronicity on service-oriented organizational citizenship behaviors. Therefore, the full mediator role of job embeddedness between polychronicity and service-oriented organizational citizenship behaviors is not supported. In some situations with polychromic or monochromic individuals prefer to work according to the career and follow the orders by the

supervisor (Schein, 1992). In particular, most employees in Israeli who work in the hotel sector are not able to deal with polychronicity because the frontline employees follow the orders given by the supervisor. Therefore, the supervisor gives order to employees to do more than one task in the same time or complete the first task to move to the next one according to conditions of the workplace.

Fourth, the results demonstrate that high level of self-efficacy enhances frontline employees to improve service-oriented organizational citizenship behaviors. Therefore, the full intermediate role of job embeddedness between self-efficacy and service-oriented organizational citizenship behaviors is supported. In other words, employees who are more able to complete tasks in different situations as a personal than in a group will have a higher dynamic in the workplace that lead to improve the service delivery to the customer to avoid unexpected mistakes during service delivery. In addition, based on the job embeddedness theory and social cognitive theory, high level of self-efficacy in the workplace encourages the communication among individuals, co-workers, and organizations which will enhance the performance for employees who have direct connection with guest and develop the organizations to improve the ability of employees to deliver best services to customer (Podsakoff & MacKenzie, 1997).

7.2 Conclusions

This thesis tested the hypothesis that examines job embeddedness as a full intermediate impact of polychronicity and self-efficacy on service-oriented organizational citizenship behaviors of employee's who had direct contact with guests in Jerusalem. Testing these relationships is really more important for some reasons. First, in hospitality sector there is a lack of experimental survey about the

polychronicity, self-efficacy, and outcomes of job embeddedness. This thesis extends the survey including job embeddedness to help the hotel managers understand the ability of their employees who will do this job in the workplace. Finally, this thesis has several limitations and future survey directions.

This study discussed the difference between predictor and criterion variables within two weeks to reduce the possible risk of common method bias. Therefore, this study was carried within two week between predictor and criterion variables. The results suggest that the relationship between polychronicity and self-efficacy on job embeddedness has positive effect on employees who had direct connection with guest at the hotel. In other words, employees who have been directly connected with guests who focused for polychronicity and have with high self-efficacy are willing to stay on the job and enhance the ability to do the job perfectly in the workplace. The results indicate that the relationship between self-efficacy and job embeddedness on service-oriented organizational citizenship behaviors has favorable effect on employees who have been directly connected with the guest at the hotel. In addition; the results also indicate that the relationship among self-efficacy on service-oriented organizational citizenship behaviors through job embeddedness as intermediated has a positive impact on employees who have been directly connected with the guest at the hotel as well. These findings also suggest that employees who have the ability to complete the tasks at the workplace as an individual will be encouraged to deliver effective service to the customer to avoid unnecessary errors and complaints during the service. Furthermore, the high level of connections between co-workers will also encourage the

communication not only among the individuals, but also co-workers, and organizations in the workplace.

On the other hand, the results also show that there is not enough experimental support for the relationship among polychronicity and service-oriented organizational citizenship behaviors. Therefore, the relationship among polychronicity on service-oriented organizational citizenship behaviors through job embeddedness (as intermediated) has not had a positive effect on employees who have been directly connected with the guest at the hotel. However, employees who carry out more than one task at the same time do not have any influence on service delivery in the workplace and encourage the communication among individuals, co-workers, and organizations.

7.3 Managerial Implications

A great development in the hospitality sector helps us to understand the relationship between polychronicity, self-efficacy and service-oriented organizational citizenship behaviors. Thus, in this thesis, the results show different implications:

First, it is significant to have a personality variable in the work environment where employees have a polychronicity and self-efficacy, which will expand the knowledge of hotels' managements. Polychronicity and self-efficacy related to job embeddedness enhance the ability of employees to work with co-workers or other employees and improve their ability to establish connection between other employees and guest by urging the performance in the workplace and letting the employees to stay in the organization.

Second, the human-resource managers could promote service-oriented organizational citizenship behaviors which may improve the ability of employees to

achieve the goals within the organization. Barclay (2001) suggest that when the human-resource managers hiring new employees, they can use different interview techniques through asking different questions to know at which job these employees can improve their skills and ability to enhance the performance of the organization.

Third: The high self-efficacy may motivate the employees to volunteer to help co-workers in solving work-related problems, or to attend voluntary meetings to achieve the plan for the hotel. As a result, employees will deliver the best service that will avoid unexpected mistake and reduce customer complaints in the workplace (Bettencourt & Gwinner, 1998; Organ et al., 2006) which may also lead to enhance the job performance at the hotel and reduce the turnover for employees.

Fourth: The insignificant impacts of polychronicity on service-oriented organizational citizenship behaviors in the hotel industry do not mean to ignore the effect of polychromic / monochromic-oriented individuals for employment in hotels. Schein (1992) found that not all the work situations are required to do polychromic or monochromic behaviours in the workplace, but individuals prefer to work according to their career. Therefore, human - resource departments should be able to know which employees having ability to do the job. The lead employees working on the front desk are required to do more than one task at the same time. In contrast, in different positions the frontline employees are required to finish first task before moving to do another one such as bell or door attendants. The right person in the right place for better service-oriented organizational citizenship behaviors.

7.4 Limitations and Future Research Directions

This study aims to improve the awareness in hospitality management and marketing sector by testing the formulated hypothesis which examines job embeddedness as a full intermediate impact of polychronicity and self-efficacy on service-oriented organizational citizenship behaviors. This is based on data collected from employees who have been directly connected with guest in Israel. However, there are some limitations and future survey directions.

First, two weeks of time lag apply between predictor and criterion to avoid any troubles emerging from common method bias (Podsakoff et al., 2003). Furthermore, stabilization causality by utilizing the long duration between predictor and criterion variables is improved. In addition, it would be better if a survey is conducted at different sources in the hotel, such as supervisors or managers, which will give more supporting results. Therefore, future studies may collect data from multiple sources, such as supervisors or managers and investigate the relationships between personality variables on the job outcome from different perspective.

Second, the present thesis used only one job outcome. Therefore, future studies should be experimenting in various outcomes, such as like job satisfaction and turnovers.

Third, the data have been collected from frontline hotel employees in Jerusalem, Israel. Results cannot be generalized therefore future studies may consider to conduct the same research in different cities in Israel (e.g. Tel-Aviv, Eilat, Tiberias and Ein Bokek).

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APPENDICES

**Appendix A: A FIELD STUDY IN THE HOTEL INDUSTRY IN JERUSALEM
(TIME I)**

Dear Respondent:

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

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

If you have any questions about our research, please do not hesitate to contact me through my e-mail address: Sharly@hotmail.co.il

Thank you for your kind cooperation.

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SECTION I.

Using the scale below, please select the number that best describes you.

- (1) Definitely false
- (2) Mostly false
- (3) Mostly true
- (4) Definitely true

1. I can think of many ways to get out of a jam.	1	2	3	4
2. I energetically pursue my goals.	1	2	3	4
3. I feel tired most of the time.	1	2	3	4
4. There are lots of ways around any problem.	1	2	3	4
5. I am easily downed in an argument.	1	2	3	4
6. I can think of many ways to get the things in life that are most important to me.	1	2	3	4
7. I worry about my health.	1	2	3	4
8. Even when others get discouraged, I know I can find a way to solve the problem.	1	2	3	4
9. My past experiences have prepared me well for my future.	1	2	3	4
10. I have been pretty successful in life.	1	2	3	4
11. I usually find myself worrying about something.	1	2	3	4
12. I meet the goals that I set for myself.	1	2	3	4

SECTION II.

After considering both work related (such as relationships, fit with job benefits) and nonwork related factors (such as neighbors, hobbies, community perks), please rate your agreement with the statement below.

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

13. I feel attached to this hotel.	1	2	3	4	5
14. It would be difficult for me to leave this hotel.	1	2	3	4	5
15. I am too caught up in this hotel to leave.	1	2	3	4	5
16. I feel tied to this hotel.	1	2	3	4	5
17. I simply could not leave the hotel that I work for.	1	2	3	4	5
18. It would be easy for me to leave this hotel.	1	2	3	4	5
19. I am tightly connected to this organization.	1	2	3	4	5

SECTION III.

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

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

20. My job is well within the scope of my abilities.	1	2	3	4	5
21. I did not experience any problems in adjusting to work in this hotel.	1	2	3	4	5
22. I feel that I am overqualified for the job I am doing.	1	2	3	4	5
23. I have all the technical knowledge I need to deal with my job, all I need now is practical experience.	1	2	3	4	5
24. I feel confident that my skills and abilities equal or exceed those of my colleagues.	1	2	3	4	5
25. My past experiences and accomplishments increase my confidence that I will be able to perform successfully in this hotel.	1	2	3	4	5
26. I could have handled a more challenging job than the one I am doing.	1	2	3	4	5

27. Professionally speaking, my job exactly satisfies my expectations of myself.	1	2	3	4	5
28. I like to juggle several activities at the same time.	1	2	3	4	5
29. I would rather complete an entire project every day than complete parts of several projects.	1	2	3	4	5
30. I believe people should try to do many things at once.	1	2	3	4	5
31. I prefer to do one thing at a time.	1	2	3	4	5
32. I believe people do their best work when they have many tasks to complete.	1	2	3	4	5
33. I believe it is best to complete one task before starting another.	1	2	3	4	5
34. I would rather complete parts of several projects every day than complete an entire project.	1	2	3	4	5
35. When I work by myself, I usually work on one project at a time.	1	2	3	4	5
36. I believe it is best for people to be given several tasks and assignments to perform.	1	2	3	4	5
37. I seldom like to work on more than a single task or assignment at the same time.	1	2	3	4	5

SECTION IV.

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

1. How old are you?

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

2. What is your gender?

- Male ()
- Female ()

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

- Primary school ()
- Secondary and high school ()
- Vocational school (two-year program) ()
- University first degree ()
- Master or Ph.D. degree ()
- More than 20 years ()

4. How long have you been working in this hotel?

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

- Single or divorced ()
- Married ()

Thank you for your kind cooperation.

**Appendix B: A FIELD STUDY IN THE HOTEL INDUSTRY IN JERUSALEM
(TIME II)**

Dear Respondent:

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

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

If you have any questions about our research, please do not hesitate to contact me through my e-mail address: Sharly@hotmail.co.il

Thank you for your kind cooperation.

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SECTION I.

Please cross the number using the following five-point scale:

- (1) Not at all characteristic of him or her
- (2) Not characteristic of him or her
- (3) I am undecided
- (4) Characteristic of him or her
- (5) Extremely characteristic of him or her

1. I tell outsiders this is a good place to work.	1	2	3	4	5
2. I say good things about organization to others.	1	2	3	4	5
3. I generate favorable goodwill for the company.	1	2	3	4	5
4. I encourage friends and family to use firm's products and services.	1	2	3	4	5
5. I actively promote the firm's products and services.	1	2	3	4	5
6. I follow customer-service guidelines with extreme care.	1	2	3	4	5
7. I conscientiously follow guidelines for customer promotions.	1	2	3	4	5
8. I follow up in a timely manner to customer requests and problems.	1	2	3	4	5
9. I perform duties with unusually few mistakes.	1	2	3	4	5
10. I always have a positive attitude at work.	1	2	3	4	5
11. Regardless of circumstances, I am exceptionally courteous and respectful to customers.	1	2	3	4	5
12. I encourage coworkers to contribute to ideas and suggestions for service improvement.	1	2	3	4	5
13. I contribute many ideas for customer promotions and communications.	1	2	3	4	5
14. I make constructive suggestions for service improvement.	1	2	3	4	5
15. I frequently present to others creative solutions to customer problems.	1	2	3	4	5
16. I take home brochures to read up on products and services.	1	2	3	4	5

Thank you for your kind cooperation.