

**Hotel Frontline Employees' Perceptions about
Organizational Variables: Evidence of
Mashhad's Hotels**

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ABSTRACT

This study intended to investigate frontline employees' perceptions of Organizational Citizenship behavior (OCB), Perceived Organizational Support (POS), and Organizational Identification (OI) according to their demographic characteristics: gender, age, and education in the context of hotel industry in Mashhad, Iran. The aim of study is to investigate any differences in the employees' (OCB) perceptions specifically altruism, courtesy, sportsmanship, civic virtue, conscientiousness, perceived organizational support, and organizational identification in accordance with their age, gender, and education.

The population under investigation consists of 127 frontline employees working in Mashhad 5 Star hotels. With the help of SPSS 20 relationships were assessed.

The study revealed that frontline employees perceive OI at higher levels than OCB and POS. Generally, older male and highly educated employees perceived these behaviors and attitudes at higher levels than young female employees. Results in details are presented within the study.

Keywords: Organizational Citizenship Behavior, Perceived Organizational Support, Organizational Identification, Frontline employees, Demographic Characteristics.

ÖZ

Bu çalışmada İran'da Mashhad şehrindeki otellerde görev yapan ön hat çalışanlarının yaş, cinsiyet ve eğitimsel bağlamda Örgütsel Vatandaşlık Davranışı (ÖVD) algılarını, Algılanan Örgütsel Destek (AÖD) ve Örgütsel Kimlik (ÖK) çerçevesinde incelenmesi amaçlanmıştır. Bu çalışmada çalışanların başkalarını düşünme, nezaket, centilmenlik, medeni erdem, vicdan, örgütsel destek,örgütsel kimlik gibi değişkenlere yönelik yaklaşımları yaş, cinsiyet ve eğitim seviyesine göre araştırılmıştır.

Araştırmaya katılanlar Mashhad'daki 5 yıldızlı otel çalışanı olan 127 ön hat personelidir. Veriler SPSS 20 programı kullanılarak incelenmiştir.

Çalışmanın bulgularına göre ön hat personeli örgütsel kimlik değişkeninin örgütsel vatandaşlık davranışı ve örgütsel destek değişkenlerine oranla daha önemli olduğunu düşünmektedir. Genel olarak yaşca büyük olan ve eğitim almış personel bu davranışlarla ilgili değişkenleri gençlere oranla daha yüksek olarak değerlendirmişlerdir.

Anahtar Kelimeler: Örgütsel Vatandaşlık Davranışı, Algılanan Örgütsel Destek, Örgütsel Kimlik, Ön büro çalışanları, Demografik özellikler.

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LIST OF ABBREVIATIONS

WTO	World Tourism Organization
OCB	Organizational Citizenship Behavior
POS	Perceived Organizational Support
OI	Organizational Identification
POB	Prosocial Organizational Behaviors

Chapter 1

INTRODUCTION

1.1 Introduction

Delivering service quality is one of the most important objective of hospitality organizations in market and competitive environment. The role of customer-contact employees is crucial in this process (Bouranta et al., 2009; Yavas et al., 2010). As it is obvious customer-contact employees are different from the others in a firm. Frontline employees can be distinguished from the other employees based on several factors. Firstly, they have boundary-spanning roles - transfer information, connect firm to customers, and represent organization- (Bettencourt & Brown, 2003). Secondly, they are important sources of information about customers' needs and complaints and provide managers with suggestions concerning improvement for service delivery (Bettencourt & Brown, 2003). Therefore, frontline employees are expected to satisfy customers and increase organizational effectiveness and efficiency (Yavas et al., 2010).

Organizational citizenship behavior (OCB) can be defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ 1988, p. 4). It is essentially the employees' actions which go

above and beyond what is expected of them, and which do not give them any explicit reward. Research has shown that OCB helps enhance the organizational performance of organizations (Podsakoff et al., 2000). Since this is the goal of every organization, it benefits managers to understand how various variables affect OCB. This understanding can help managers assess what kind of environment to provide for their employees, and also what motivates and satisfies them.

Perceived organizational support (POS) refers to the extent to which employees perceive that the organization values their contribution and cares about their well-being (Rhoades & Eisenberger, 2002). Perceived organizational support would be influenced by various aspects of an employee's treatment by the organization and employees' personalities (Çelik & Findik, 2012). According to Eisenberger et al. (1986) there is an agreement over the degree of support that employees expect the organization in various situations. Therefore, recognizing employees' characteristics can help organizations identify the way that they should value employees' contribution and care for their well-being according to their personalities.

The concept of organizational identification refers to the degree to which employees feel a sense of psychological oneness and unity with an organization (Ashforth & Mael, 1989; Edwards, 2005). Identification with organization is essential to the success of many organizations (Pratt, 1998 as cited in Edward, 2005). Riketta (2005) stated that a wide range of antecedents have been related to OI (Riketta & Van Dick, 2005). Various types of determinants may be distinguished, such as demographic

variables including nature and duration of contact between employee and organization (e.g. tenure, age, job level, gender, educational level).

Nevertheless the employee's perception of managers and organization practices is of importance, because the perception colors all further behavior of employees and their performance (Singh & Singh, 2010). Therefore it is desirable to identify the perceptions of employees regarding their demographic characteristics that may affect their performance.

1.2 Statement of the Problem

As it is mentioned before, customer-contact employees are the key to success in hotel industry since they are responsible for service delivery and organizational effectiveness (Yavas et al., 2010).

Despite the important role of customer-contact employees in the process of service delivery, they are faced with many problems arising from long work hours, work load, customer aggression, extreme job demands, and irregular and inflexible work schedules (Poulston, 2008). With respect to this, hospitality managers need to provide their employees with adequate support that can decrease the effects of the problems on employees (Poulston, 2008), motivate them to demonstrate OCB in the workplace (Kim, 2006), and create a feel of oneness and unity in employees with organization (Edward, 2005) in order to improve organizational effectiveness and productivity.

Changes in the current workforce is one of the reasons why organizations pay more attention to demographic characteristics of employees (Yoon & Su, 2003). There are a growing number of women, educated and older employees in the workplace (Department of Labor, 2013). As the workforce diversifies, employees' performance will change based on their characteristics. Identification of the employees' personality and characteristics and their effect on organizational outcomes and performance would provide helpful information to managers and organizations. With information on characteristics of employees, managers and organizations would be better prepared to target the differing needs of their employees (Yoon & Su, 2003).

For these reasons, scholars have focused on identifying employees' personality variables which in turn influence employees' perceptions regarding OCB dimensions (Singh & Singh, 2010; Williams, 2003), POS (Flaherty & Pappas, 2002), and OI (Riketta, 2005).

A lot of research focused on antecedents and consequences of OCB (Podsakoff et al., 2000), POS (Rhoades & Eisenberger, 2002), and OI (Edwards, 2005). Only few have actually investigated the effect of personality variables on them (Kark & Manor, 2005; Mauritz, 2012). However, there is none that tried to investigate OCB dimensions, POS, and OI among different gender, group ages, and educational levels in hospitality industry. For this reason, this study focused on dimensions of OCB, POS, and OI among frontline employees with different gender, age groups, and education in 5 Stars hotels in Mashhad.

1.3 Research Purpose

In present study, frontline employees' perceptions of OCB dimensions, POS, and OI regarding to their age, gender, and education will be investigated.

As mentioned, no previous study has investigated whether or not frontline employees' age, gender and education affect their perceptions of OCB dimensions, POS, and OI in hospitality industry. Moreover, there is no empirical evidence showing these effects on perceptions of hotel employees in Mashhad, Iran.

Hence, this study addresses several gaps in the literature by investigating the effect of customer-contact employees' age, gender, and education on their perceptions of OCB dimensions, OI, and POS in hospitality industry.

In order to explain these relationships, several theories will be mentioned, namely Social Exchange Theory (Blau, 1964), Social Identity Theory (Ashforth & Mael, 1989), and Organizational Support Theory which is based on social exchange theory.

Blau (1986) defined social exchange "as voluntary actions of individuals that are motivated by the returns they are expected to bring from others" (p. 260). From the social exchange perspective, if organization values and cares for employees' contribution and wellbeing, as well as acts in a way that employees feel devotion to organization, employees will be more tended to perform OCBs, also perceive more organizational support, and finally identify with organization at high level.

1.4 Significance of the Research

In developing countries where great improvement is of high importance, organizations have to incline all employees to improve the standards of the organizations. Organizations can attain such advancement better and faster when environments to performing OCB are prepared, organizations support employees, and employees can identify with organization (Mayel et al., 2013). Researches have shown the differences between the perceptions of OCB dimensions (Appelbaum et al., 2004), organizational support (Eisenberger et al, 2001), and organizational identification (Edwards, 2005) among different nationalities.

There have been limited studies showing the relationship between demographic variables, such as age, gender, and education, with OCB dimensions, POS, and OI.

There is still much more to know about the impact of demographic variables on organizational behavior, support, and identification.

Therefore, this study aims to investigate the perceptions of frontline employees according to their age, gender and education level regarding OCB dimensions, POS, and OI.

1.5 The Contribution of the Study

The current study contributes to the hospitality management as follows: Frontline employees play an important role in hospitality and tourism industry (Yavas et al., 2010). Frontline employees are the persons who usually handle the initial contact between customers and the organization as they can make first impression on visitors

and mirror the image of the organization. Studies have shown that organizations whose their employees perceive OCB (Biestock et al., 2003), POS (Rhoades & Eisenberger, 2002), and OI (Edward, 2005) more than the other organizations, their organizational effectiveness and productivity will be increased.

Grounded in this understanding of the importance of frontline employees and the nature of their roles and perceptions in the organization, and demographic changes such as rising numbers of women in the labour force, an ageing population, and educated people, organizations should pay more attention to recognize and understand their employees' personality characteristics and perceptions about their organization (Yoon & Suh, 2003). Hence, this research is important for hospitality industry which wants to create organizational effectiveness, and also to improve employees' perception of organization.

Moreover, Mashhad's hotel industry has developed rapidly; nevertheless, there are still various problems in the hotel industry (Papoli Yazdi & Saghaei, 2006). With a continuous increases in the number of both domestic and international tourists, creating a favorable work environment according to employees' characteristics needed for hotels.

1.6 Keywords and Terms

Organizational Citizenship Behavior: “discretionary individual behaviors of employees which are not recognized directly and explicitly by the organizational reward systems and organizational function evaluation systems but all in all have a considerable effect on organizational effectiveness” (Organ, 1988, p. 4). In this

study, dimensions of OCB will be examined based on the study of Podsakoff et al. (1990) and in the form of Seven-point Likert scales.

Conscientiousness: behaviors which employees of an organization demonstrate on their own will and is more than what they are expected by their organization (Organ, 1990)

Altruism: useful behaviors like intimacy, sympathy and compassion among employees which directly or indirectly helps employees with an organizationally relevant task or problem (Smith, Organ & Near, 1983)

Civic Virtue: “is characterized by behaviors that show an employee’s deep concerns and active interest in the life of the organization” (Law, Wong & Chen, 2005, p. 51)

Sportsmanship: In these behaviors individuals are willing to accept and tolerate the present organizational situation which is lower than the ideal standards without complaining (Organ, 1988).

Courtesy: all the efforts of employees aimed at preventing work-related problems with others (MacKenzie, Podsakoff & Fetter, 1993)

Perceived Organizational Support: belief and perception of employees about their organization that the welfare and comfort of them and participating in organization’s success is important for the organization (Eisenberger et al. 1986; Rhoades and

Eisenberger, 2002). This factor will be examined based on study of Eisenberger et al. (1990) and in the form of Seven-point Likert scales.

Organizational Identification: An individual considers himself/herself as a part of an organization and believes he/she belongs there and considers the organization's successes and failures as his/her own (Albert et al., 2000). In the other words, organization's goals and individual's goals are integrated in this process. This factor will be examined based on research of Mael and Ashforth (1992) and in the form of Seven-point Likert scales.

1.7 Outline of the Thesis

This study consists of six chapters. In the first chapter, introduction, statement of the problem, research purpose, significance of the research, contribution of the study, and keywords and terms are presented. The second chapter provides information about Mashhad as a case study concisely. Chapter three includes literature review in which brief information about OCB, organizational identification, perceived organizational support, and their relations with some demographic characteristics. Fourth chapter deals with the methodology used in this research. In chapter five, study results are presented. In the last chapter, discussion, limitation of the study, implication for future research and conclusion are presented.

Chapter 2

HOTEL INDUSTRY IN MASHHAD

2.1 Mashhad

Mashhad, the capital of Khorasan Razavi province, is placed in the North-East of the country and covered a region about 27478 Km². Mashhad is situated at north latitude 36°17' 45 and eastern longitude 59° 36' 43. (See Figure 1).



Figure 1. Mashhad, Iran Map

Mashhad, with a population about 2,800,000 people, is the second most populated city in Iran in 2012 (<http://en.mashhad.ir/>).

Mashhad has the largest number of accommodation facilities in Iran (<http://www.razavi-cho.ir/>) which accommodates and caters visitors with different level of income. Also, Mashhad has a significant role in tourism industry due to the majority of “Hoteliers Association”. The city accommodates over 25 million pilgrims and about 14 million tourists annually (<http://www.razavi-cho.ir/>). Therefore, Mashhad is considered as a representative sample of hospitality industry in Iran.

Table 1. Accommodations Facilities, Numbers, and Capacity

Accommodations	Number of Accommodations	Capacity
Hotel	162	33411
Apartment Hotels	296	16804
Inn	503	30715
Private House	288	12897
Total	1249	93827

Source: (<http://www.razavi-cho.ir/>)

Mashhad has 162 hotels which contain 7 five star, 15 four star, 52 three star, 44 two star, and 44 one star hotels (See Table 2). As it is obvious 3 star hotels are the most in Mashhad.

Table 2. Hotel Accommodation Facilities, Numbers, and Capacity by Star

Star	Numbers	Capacity
1 Star	44	4312

2 Star	44	5719
3 Star	52	11321
4 Star	15	4569
5 Star	7	3022
Total	162	28943

Source: (<http://www.razavi-ghto.ir/>)

Mashhad as an attractive place for followers of Shiites is one of the holiest cities in Shiite Islam because of the shrine of Imam Reza.

Mashhad is also considered as a cultural city. Ferdowsi's Mausoleum, Haruniyeh Dome, the tombs of Omar Khayyam, Attar, and Kamal ol-molk, Malek's House, St. Mesrop (Armenian Church), Nader Shah Museum, and Tous Museum can be mentioned as some of cultural and historical places in Mashhad.(See Figures 2,3,4)



Figures 2, 3, 4. Tomb of Ferdowsi, Haruniyeh Dome, Tomb of Attar

Source: <http://en.mashhad.ir/>

Torghabeh and Shandiz, countryside of Mashhad, are two towns with unpolluted air and beautiful landscape that are known as valuable tourist regions.

2.2 Situation of Hospitality Industry in Iran

After the Islamic revolution in Iran because of some issues like war, reconstruction and problems arose after the war, little attention was given to this industry. It has gradually gained attention after the war and in the reconstruction period. Additionally, special attention has given to this industry in the last few years, and it shows the view of the country's authorities to the tourism. Apart from the change in the authorities' perspective in the country, and their effort in recent years, there have been some changes in the hotel industry itself (<http://www.tourismiran.ir/>).

Today unlike the past, the concept of competition exists in hospitality. By the presence of well-known hotel owners in the country, hotels not only have a competition inside the country, but can also compete with neighboring countries and even European countries.

Other important changes that can be mentioned is changing governmental hotels to nongovernmental and private companies which work in groups. The hotel companies group like Parsian, Pars and Homa are some of them. This movement has grown across the country and now in Mashhad, Isfahan and Shiraz these companies have merged. It should be noted that Iranian hotels have some advantages. These hotels have more space in terms of their physical structure compare to similar hotels around the world and also have large rooms and lands.

Now unlike the past, when there was import restriction and weak national production, internal producers have provided high quality products and also it is

permitted to import equipment and facilities (<http://www.tourismiran.ir/>). However, this industry faces major problems and obstacles which prevent the growth of hospitality industry and gaining its profits.

The main issues are as follow (Papoli Yazdi & Saghaei, 2006):

- ❖ Quality of human resources and educating human resources.
- ❖ Inconsistency between income and expenditure of hotel industry.
- ❖ Inappropriate health situation.

In the 20 year plan of development for Iran which is the main strategy to develop the country, it is mentioned that the number of international tourists must reach to 20 million people until the end of the year (1404) and gained income reach to 25 billion dollars (<http://www.tourismiran.ir/>). Therefore, hotel industry is responsible for this huge number of tourist to plan tourists' accommodation and it reveals the importance of this part of tourism industry.

2.3 Characteristics of Hospitality Industry in Mashhad

The number of tourists in the world is constantly increasing. Iran has attracted many tourist because of its potentials. Khorasan province and Mashhad because of holy shrine of Imam Reza and being situated in historical Silk Road along with hundreds of natural, cultural and historical places is considered as one of the important pillars of tourism.

According to recent data, the number of pilgrims and tourists entering Mashhad is over 20 million, also more than 300 thousands tourists which are mainly Muslims

from the Persian gulf countries travel to Mashhad which shows the necessity of paying attention of the authorities to the tourism and hospitality industry to use these situations in order to get benefit from it (<http://en.mashhad.ir/>).

Hospitality industry in Mashhad has a suitable situation because of the many tourists that come to this city for pilgrimage of the Holy shrine. The pilgrimage tourists unlike business and leisure travelers ,who travel alone or only two people, travel in a group and each family travels with husbands, children and parents and this has led to high number of employment in Mashhad hotels.

Moreover, the number of occupied hotels in the peak and non-peak seasons is high and normally 80 to 95 percent of the rooms are occupied (<http://www.razavi-ghto.ir/>). The peak time for tourists is usually Nowruz and summer holidays but in Mashhad percentage of occupied hotels is high due to all the pilgrims and different religious ceremonies in the year.

Table 3 illustrates the statistical data about accommodations in Mashhad until the end of 2013. Also, there are some unauthorized accommodations which are working without license (www.razavi-ghto.ir).

Table 3. Types of Accommodation Facilities and Numbers

Hotels	1 Star	44
	2 Stars	44
	3 Stars	52
	4 Stars	15
	5 Stars	7
	15	

Hotel apartments 296

Inns 507

Personal home 288

Total accommodations 1249

Source: <http://www.razavi-ghto.ir>

Chapter 3

LITURATURE REVIEW

This chapter presents literature review. It provides a description with the relevant literature including OCB, POS, and OI. In addition, it has information about tourism and hospitality industry in Mashhad.

3.1 Organizational Citizenship Behavior

3.1.1 Cooperative Behaviors

More than 60 years ago researchers of organizational behavior mentioned the importance of cooperative behaviors and non-task behaviors in improving the organizational effectiveness (Katz & Kahn, 1966; Barnard, 1938). Until now three general concepts have been discovered and suggested for describing and explaining this kind of cooperative behaviors.

The first concept is OCB and firstly was used by Bateman and Organ (1983) for describing and concept developing and evaluating helpful and cooperative behaviors, which are also known as Extra-role behavior (Smith et al., 1983). The second concept introduced by Brief and Motowidlo (1986) as Prosocial Organizational Behavior. It should be noted that these behaviors are done by the employees to help an individual, group or organization. A point that needs mentioning is these behaviors can be both in-role and extra-role behaviors. Finally, Borman and

Motowidlo (1993) discovered a new area of activities that does not fit in task performance but still are of importance in organizational effectiveness. They introduced these behaviors as contextual performance.

Borman and Motowidlo (1993) believe that performance is divided into task performance and contextual performance. They believe the difference of these two lies in these four points:

- Task performance is related to technical core directly or indirectly. However, contextual performance supports organizational, psychological, and social environment in which the technical core operates.
- Task performance in different jobs in the organization is varied but the contextual performance is not necessarily varied.
- The source of difference in task performance is the performance achieved by doing task behaviors in the organization. Human characteristics like knowledge, skill and abilities of employees have consistent changes with function of task. However the main source of difference in contextual behavior is desire, will and context (like motivation, character).
- Task performance is clearly mentioned in job descriptions but contextual performance is usually not clearly mentioned in job descriptions (like volunteering for doing a task, helping out somebody who has a heavy workload).

Borman and Motowidlo (1983) believe that human resource managers should consider not only task performance but also contextual performance while performing their specialized tasks.

Considering the difference between OCB and prosocial organizational behavior based on Organ's (1988) opinion it should be noted that OCB consists of extra-role behaviors which means these behaviors are not listed in the official job description of the employees. On the other hand, POBs includes helping behaviors which usually consists task behaviors, and they are also listed in the employees' job description. Brief and Motowidlo (1986) believe that POBs make the receiver of these behaviors feel safe and comfortable. It should be noted that contextual performance like prosocial organizational behaviors consists in-role behaviors.

Organ (1997) in the rest of his studies concluded that limiting the OCB to extra-role behaviors has some problems. One of these problems is the disagreement among the employees or disagreement between employees and their supervisors on organizational behaviors being extra-role behaviors or in-role behaviors. In the other words, a behavior may be considered an extra-role behavior by the employees while the same behavior is considered an in-role behavior by their supervisors. For instance in a study conducted by Lam, Hui, and Law (1999) concluded that supervisors considered a wider area of employees' behaviors as in-role behaviors while the employees considered a majority of behaviors as extra-role behaviors.

So far, there has been no general agreement that OCBs, prosocial organizational behaviors and contextual performance are extra-role or in-role behaviors. In a study conducted by Turner et al. (1999) on 86 types of these organizational behaviors, the ranking done on these 86 behaviors suggested that the structure of these OCB, prosocial organizational behaviors and contextual performance share many common points. According to this finding, these 3 types of behaviors will be evaluated based on extra-role or in-role behaviors considering the type of task assigned to the employees and the field of activity of the organization (Turner et al., 1999).

3.1.2 Organizational Citizenship Behavior

Katz (1964) suggested there were 3 types of behavior which are required for organizations to function properly. The first type, people had to be persuaded to join and remain with the organization. The second type, people had to dependably perform their assigned tasks. The third type, there should be innovative and spontaneous behavior helpful in achieving work goals, but go beyond tasks that are formally required. Bateman and Organ (1983) termed such spontaneous acts *citizenship* behaviors and from there OCB research grew.

Furthermore, Katz and Kahn (1966) mentioned in their book “*The Social Psychology of Organization*” that organizations in order to have an effective performance need employees who go beyond their role requirements and engage in extra-job activities. They mentioned that a limited number of these activities are listed in employees’ job descriptions and a large number of them are extra-role behaviors (behaviors that are not listed in the official and written job description and the employee exhibit

voluntarily aside from the organizational necessities) which for achieving organizational effectiveness considering them is essential (Katz & Kahn, 1966).

3.1.2.1 Definitions of Organizational Citizenship Behavior

Organ (1988) in his book “*Organizational Citizenship Behavior: The Good Soldier Syndrome*” describes this phenomenon as follows:

Personal behaviors which are discretionary and are not recognized directly and explicitly by the formal reward and evaluation systems and in aggregate promotes the effective functioning of the organizational. Here discretionary means that the behavior is not an enforceable requirement of the role or the job description (p. 4).

Acknowledging the related research on contextual performance, Organ updated the definition to ‘contributions to the maintenance and enhancement of the social and psychological context that support task performance’ (Organ, 1997, p. 91) in response to challenges that OCB is not necessarily extra-role and discretionary. Most recently, Organ et al. (2006) emphasized the discretionary nature of OCB by defining it as “discretionary contributions that go beyond the strict description and that do not lay claim to contractual recompense from the formal reward system” (p. 34).

Another definition of this concept says that OCB includes “discretionary behaviors of the employees which directly promotes the organizational effectiveness and the results of that can be independent from efficiency of the employees” (MacKenzie, Podsakoff & Ahearne, 1998, p. 50).

Bienstock et al. (2003) defined OCB as follows:

The major aim of OCB is recognizing the responsibilities and behaviors of employees in the organization which are usually neglected by the organizational systems. These behaviors are inadequately evaluated in

traditional assessments of employee job performance or they are sometimes neglected but they are efficient in organizational effectiveness (p. 221).

Finally the last definition states “OCBs are a group of discretionary behaviors which are not a part of official job tasks but are done by the employee anyway and improve the efficiency of tasks and roles in organization” (Appelbaum et al., 2004, p. 17).

Summing up the main points of the definition, it should be mentioned that firstly OCB is always a type of voluntary behavior that cannot be enforced by superiors. Nevertheless this does not mean that it has to be altruistically driven per definition. There are many motives for such behavior. Secondly, OCB is always connected to an organizational context, meaning that it is not directed towards strangers, but colleagues. Thirdly, it should be pointed that some forms of OCB might be difficult to distinguish from in-role behavior, as they are not different from the latter one in their nature itself, but in their intensity. At last it should be noted that OCB does not require to remain unrewarded, but a reward for OCB cannot be contractually guaranteed, per definition (Podsakoff et al., 2014).

3.1.2.2 Organizational Citizenship Behavior Dimensions

Many researches have been done to recognize the dimensions of cooperative behaviors, whilst OCB as a dimension of cooperative behaviors is of great importance (LePine et al, 2002; Podsakoff et al., 2014). An important point of OCB is to recognize it as a latent model or aggregate model. If OCB be consistent with a latent model each dimension would be a manifestation of OCB and arrow would be from OCB to the dimensions, and therefore, OCB would be a latent variable that partially causes these dimensions. If OCB be consistent with an aggregate model,

OCB would be formed as a mathematical function of the dimensions that each of the dimensions would be part of the OCB construct (LePine et al., 2002; Law et al., 2005). The arrows in this model would be drawn from the dimension toward the OCB construct. A study conducted by LePine et al. (2002) proved that OCB is a latent construct which the causal arrow is drawn from it toward the dimensions.

Many researches have been conducted on recognizing the dimensions of OCB which will be discussed.

Smith et al. (1983) defined a scale (by factor analysis on 16-item scale) to evaluate OCB for the first time. The result of this study revealed that all these 16-item scale can be categorized in two dimensions of *altruism and generalized compliance* (also known as work ethics or loyalty). Altruism means “non-mandatory behaviors of employees to aid others and to work” .Phrases like ‘helping with the duties of employees which are not present at work’ or ‘helping people who have a high workload’ can express the meaning of this concept. Generalized compliance shows “employees’ intention to follow the organizational rules”. Organization here can mean any work group, different branches or organizational units. Instances for generalized compliance can be ‘being at workplace before the official start time; and not wasting time in the workplace by talking on the phone’ (Smith et al., 1983).

Williams, Podsakoff and Huber (1986) determined 3 dimensions for OCB which includes Altruism, Impersonal Conscientiousness, and Attendance.

Following these studies, Organ (1988) mentioned 5 dimensions for OCB. *Altruism* and *conscientiousness* were introduced by Smith et al. (1983). *Courtesy* is similar to altruism just that the humble and polite behavior happens before any special problem occurs and it can prevent that problem and the audience of these behaviors is not a special person whereas in altruism it is not like that. *Sportsmanship* means the employees do not complain about small unimportant matters and do not make mountains out of molehills. And finally, *Civic Virtue* which refers to active and responsible cooperation in organization. For instances ‘full awareness of organization changes’ and ‘doing unnecessary activities which help provide a positive feeling of organization in people’s mind and memory (Organ, 1988).

In another study considering the above five dimensions, Podsakoff et al. (1990) provided 24-item scale for measuring these 5 dimensions.

Karambayya (1992) discovered 4 dimensions of OCB by factor analysis technique including: *Interpersonal Helping* (accords to altruism), *Personal Industry* (matches with conscientiousness), and *Individual Initiative, Loyal Boosterism* (all the behaviors which aim for making a positive image of the organization in people mind).

Schnake, Dumler, and Cochran (1993) evaluated 5 dimensions of Organ’s study in 1988 by 20-item measurement scale. The result of their study approved the 5 dimensions of Organ’s study (as cited in Schnake & Dumler, 2003)

Kernodle (2007) in his latest study about the effect of OCB on organizational performance introduced 7 dimensions including Corporate Compliance, Sportsmanship, Organizational Loyalty, Individual Initiative, Civic Virtue, Helpful Behaviors and Self-Development.

LePine et al. (2002) argue that Organ's five-dimensional framework has attracted the largest amount of empirical research for at least three reasons. First, Organ's framework has the longest history, and he and his colleagues have been very prolific with respect to publishing their work. Second, Podsakoff et al. (1990) provided the field with a sound measure of Organ's five dimensions, which has been the basis for OCB measurement in a large number of empirical studies. Third, OCB scholars generally assumed that over the long term, Organ's dimensions are beneficial across situations and organizations; therefore, they usually measure all or most of the dimensions in the same way across studies.

The present study will therefore continue to use these five most prominent dimensions of OCB.

It is worth mentioning that the above listed measures form the most visible and differentiable dimensions of OCB, there are about 40 measures of OCB dimensions that have been suggested in the literature (Podsakoff et al., 2014).

3.1.2.3 OCB Dimensions and Gender

A study by Williams (2003) found that firms having a higher proportion of women serving on their boards engage in philanthropic contributions to a greater extent than

firms having a lower proportion of women serving on their boards. In addition, the influence of gender on helping behavior has been considered in studies concluding that women are more inclined to help and to do it quickly (Rushton, 1982), and the principle of social responsibility being more salient in women than in men (Smithson, Amato, & Pearle, 1983). This is because “based on gender roles, females generally are expected and believed to be more responsive, empathetic and prosocial than males whereas males are expected to be relatively independent and achievement oriented” (Eisenberg, Fabes, & Spinrad, 2006; Seefeldt, 2008; Brody et al., 2014).

Nonetheless, under certain situational factors (e.g. when an individual’s behavior is observed, when helping implies performing an activity, or when the intervention is perceived as risky) men are more willing to help (Dovidio, Piliavin, Gaertner, Schroeder, & Clark, 1991). Charbonneau and Nicol (2002) also found that girls scored somewhat, but not significantly, higher than boys on altruism and civic value.

A study concluded by Pursell et al. (2008) that girls tend to score higher than boys on indices of OCB. Besides, Dietz, Kalof, and Stern (2002), in their study found that women placed more importance on helping behaviors than did men. The authors projected that this difference could be due to the differences in socialization of men and women. This is because women are socialized to have concern for others and to take care of one another, while men are mainly socialized to be in competition with each other.

However, in another study by Chou (1998) he found that there was no gender difference on citizenship behaviors. Also, a meta-analysis conducted by Eagly and Crowley (1986) found that men perform OCB more than women.

In the following part, the effect of gender on OCB dimensions will be explained briefly.

Altruism is characterized as a helping behavior, which involves voluntarily helping others with work-related problems. The OCB altruism scale by Podsakoff et al. (1990) includes items such as ‘helps others who have been absent’, ‘helps others who have heavy work loads’ and ‘is always ready to lend a helping hand to those around him/ her’ (Podsakoff et al., 1990). Courtesy is also a form of helping behavior; however, it is distinct from altruism. While altruism is defined as coming to the aid of someone who already has a problem, courtesy implies helping someone prevent a problem from occurring, or taking steps in advance to mitigate the problem (Organ, 1988). Courtesy items include gestures such as being ‘mindful of how his/her behavior affects other people’s jobs’, ‘avoid creating problems for coworkers’ and taking ‘steps to try to prevent problems with other workers’ (Podsakoff et al., 1990).

These types of helping behaviors, which focus on the welfare of others, are stereotypically associated with the female gender role. Women are typically perceived as concerned with the welfare of others, as caring and considerate of others, and as higher in empathy and sympathy (Kark & Manor, 2005). Such characteristics are likely to facilitate helping behaviors (Brody et al., 2014).

The three remaining OCB dimensions are related to stereotypical notions of masculinity and to the male gender role. Sportsmanship is “a willingness to tolerate the inevitable inconveniences and imposition of work without complaints” (Organ, 1990, p. 96). These are mostly behaviors that people refrain from doing, such as avoiding whining and making grievances (Organ, 1988), even when there is a problem and the employees’ complaints can be seen as justifiable (Kidder & McLean Parks, 1993 as cited in Kidder, 2002). The domain of sports, in general, and sports(man)ship more specifically, is typically seen as a man’s domain. Patricia Martin (1996) comments in her analysis of the discourse of men and on ‘doing of masculinity’ in organizations: ‘I could practically smell the “locker-room sweat”’ (Martin, 1996 as cited in Kark & Manor, 2005).

Civic virtue is defined as: “responsible, constructive involvement in the political process of the organization, including not just expressing opinions but reading one’s mail, attending meetings, and keeping abreast of larger issues involving the organization” (Organ, 1990, p. 96). It includes behaviors such as attending ‘meetings that are not mandatory, but are considered important’ and attending ‘functions that are not required but help the company image’ (Podsakoff et al., 1990).

The last component, conscientiousness, “is a pattern of going well beyond minimally required levels and attendance, punctuality, housekeeping, conserving resources and related matters of internal maintenance” (Organ, 1990, p. 96). It includes behaviors such as work attendance beyond the norm, refraining from taking extra breaks and ‘obeying company rules and regulations even when no one is watching’ (Podsakoff

et al., 1990). Smith et al. (1983), as well as Morrison (1994), who modified measures from both Podsakoff et al. (1990) and Smith et al. (1983), use only time-related items to operationalize conscientiousness (e.g. 'being punctual every day', 'not spending time on personal calls' and 'coming to work early if needed') (Morrison, 1994). Some aspects of this dimension would also stereotypically be related to men, who are able to stay for long hours at work, or come early, and limit their breaks and days off, because they are usually not the ones who are expected to invest time and working hours in the private sphere, attending to the needs of their spouses and children (Acker, 1990; Hochschild, 1989; J. Martin, 1990). Other items measure conscientiousness as housekeeping, which is traditionally women's domain because they tend to be those who are responsible for household maintenance (Hochschild, 1989).

It is important to reiterate that these different dimensions are used to define, measure and evaluate employees' OCBs, and therefore they have important material implications for men and women in organizations.

Kidder (2002) argued that some of the components associated with OCB (e.g. altruism and courtesy), although not exclusively, are stereotypically associated with women's behaviors, while others (e.g. sportsmanship, civic virtue and conscientiousness) highlight characteristics that are stereotypically associated with men.

The representation of both genders in the components of OCB may be interpreted as contributing to the notion that women and men can equally perform extra-role behaviors, or at least can each perform more successfully some aspects of OCBs, leading to the evaluation of both men and women as good organizational citizens (Kidder, 2002).

However, Kark and Manor (2005) suggested that there are different dynamics at work regarding extra-role behaviors that have been overlooked by the OCB theory, and these dynamics contribute to the reproduction of power relations between men and women in organizations. This eventually leads to the devaluation of women's extra-role work.

3.1.2.4 OCB Dimensions and Age

Older employees are expected to be more cooperative with their colleagues (Singh & Singh, 2010), compared to their younger counterparts. Indeed, older workers were previously found to have more positive psychological senses of community and to be less competitively oriented compared to younger employees (Singh & Singh, 2010). By contrast, the latter were found to be focused upon their own career development instead, resulting in less time and effort directed at co-workers (Singh & Singh, 2010). Thus, older people are expected to display more OCB towards co-workers (i.e., altruism and courtesy) compared to younger employees, the latter being merely focused on their own career development (Singh & Singh, 2010).

Furthermore, because of their longer work experience, older employees have learned to cope with negative experiences in a better way, and have a more objective view on

what to expect from the organization, compared to younger cohorts (Bal et al, 2013). Older employees will thus emphasize the positive sides of their organization as they age (Zacher & Frese, 2009), will subsequently complain less, and thus display an increased amount of sportsmanship OCB.

Increased attachment to the organization on behalf of older people is expected to lead them to display more OCBs directed at the organization (i.e., conscientiousness and civic virtue) (Mauritz, 2012). Older and longer-tenured employees were previously found to be more affectively committed to the organization (Mayer & Schoorman, 1998). Ng and Feldman (2011) in turn found a positive relation between commitment and OCB, and state in this respect that “affective organizational commitment may spark employees’ willingness to engage in OCB”. Thus, people with less expansive future time ahead are expected to also display more conscientiousness (i.e., obeying company rules, having a conscientious work ethic) (Mauritz, 2012).

Furthermore, aging workers increasingly adopt work motives based on feeling needed by others, and the drive to give their knowledge back to the new generations (Pettit et al., 2004). This behavior motive is commonly referred to as generativity (Mor-Barak, 1995; Kooij & Van de Voorde, 2011): (older) adults tend to view work as a way of nurturing, teaching, leading, promoting (McAdams, de St. Aubin & Logan, 1993), as well as train, teach, and share knowledge with younger cohorts (Mor-Barak, 1995). Therefore, aging people are presumed to be increasingly focused on transfer of knowledge and experience to younger colleagues (Cate & John, 2007), for the purpose of saving their expertise as their personal ‘professional heritage’

within the organization (Mor-Barak, 1995). Because of having more specific knowledge due to their more extensive general experience (Morrow & McElroy, 1987) and willingness to voluntarily share it (Mor-Barak, 1995), older employees are more likely to contribute to the noncore dimensions of work performance (Ng & Feldman, 2008), through participating in meetings regarding the organization's future (i.e., civic virtue).

Alternatively, one could also think of arguments leading to the expectation that older employees will display less OCBs specifically directed at the organization (i.e., conscientiousness and civic virtue). Concretely, older people will gradually withdraw themselves from the work context (Desmette & Gaillard, 2008), and instead shift their priorities to seeking fulfillment in the private life sphere (e.g., family and leisure) (Carstensen et al., 1999; Zacher & Frese, 2009). This psychological process is commonly referred to as disengagement (Hewitt, 2009), and can be defined as: 'the uncoupling of selves from work roles', where 'people withdraw themselves physically, cognitively, and emotionally from work performances'. Personal disengagement can thus be interpreted as an employee's psychological response to regulation of age-related losses of abilities (Carstensen et al., 1999), and is therefore especially applicable to older employees with regard to their professional identity (Zacher & Frese, 2009).

In turn, Chiu and Tsai (2006) signal that a sense of diminished personal accomplishment will lead to less OCB, aging people being substantially less focused on actively contributing to the organization's performance (Löckenhoff &

Carstensen, 2004). Following this line of argument, aging workers will gradually shift more responsibilities in decision-making regarding the organization's future to the more ambitious new generations, and will thus display less OCBs specifically directed at the organization (i.e., conscientiousness- and civic virtue).

3.1.2.5 OCB Dimensions and Education

Education imparts general knowledge that translates into a greater ability to recognize problems or opportunities and to offer a greater number of possible solutions (LePine & Van Dyne, 1998). Thus, it is probable that those who possess more knowledge will be more likely to engage in OCBs.

In several studies, education was examined in its relationship to OCB, in the belief that employees with a higher educational level would perceive their exchange with the organization as more social than calculative. Such employees, who generally occupy the higher ranks in the organization, would more readily acknowledge the importance of the informal support of their co-workers and supervisors. With more financial security, better educated employees can spend more time on social exchange such as OCB. On the other hand, less educated employees would focus on the economic exchange of their workplace (Cohen & Avrahami, 2006).

3.2 Perceived Organizational Support

Perceived organizational support (POS) refers to the extent to which employees perceive that the organization values their contribution and cares about their well-being (Eisenberger et al., 1986; 1990; Rhoades & Eisenberger, 2002; Shen et al., 2013). Through the process of attribution about the way the organization behaves, employees arrive at an evaluation about the degree to which they believe that the

organization supports them, values their contribution and is concerned with their well-being (Newman et al., 2011). Therefore, POS represents an employee's perception about the organization's effective commitment towards that employee, which has a direct impact on the quality of the employees input to their work (Edwards & Peccei, 2010; Shen et al., 2013).

Based on the survey of Rhoades and Eisenberger (2002), POS has 3 core antecedents' categories including fairness, supervisor support, and organizational rewards and job conditions (which include autonomy, training, and role stressors). Also, demographics and personality characteristics were mentioned as the other antecedents, but their relationships with POS were not significant (Rhoades & Eisenberger, 2002). Moreover, Rhoades and Eisenberger (2002) founded commitment, performance, citizenship behavior, withdrawal behaviors, job-related affect, and strain as the main consequences of POS.

A supportive organization is one that values employee's general contributions and cares for their well-being. Such a supportive organization is more likely to have employees that show the organizations values and goals. In the other words, high levels of support will build organization commitment amongst employees (Bell & Menguc, 2002).

Based on social exchange theory (Blau 1964) and the reciprocity norm (Gouldner, 1960), POS positively affects employer-employee relations because employee who perceives organizational support feels obligated to reciprocate toward the

organization. Namely, “felt obligation refers to the duty perceived by an employee to add value to the organization in return for a perception of support from the organization”. (Newman et al., 2011, p. 57)

Newman et al. (2011) stated, when an employee perceives support from the organization, he/she feels indebted to the organization, as a result tries to restore balance in the employee–organization relationship.

POS is influenced by personal characteristics (Flaherty & Pappas, 2002). Hackman and Oldham (1975) suggested that individuals often "interpret" their jobs and organizations based on personal characteristics, such as their own beliefs and values, which could also affect their job satisfaction. So, these characteristics are part of one's expectations before job attitudes are formed, making their relationship with job satisfaction essential to the study (as cited in Chuebang & Baotham, 2011)

3.3 Organizational Identification

The concept of organizational identification refers to the degree to which employees feel a sense of psychological oneness and unity with an organization (Ashforth & Mael, 1989; Edwards, 2005; Ashforth et al., 2008).

Brown (1969) was the first person that investigated identification in organizations. He defined identification as being a relationship between the employee and the organization (Brown, 1969 as cited in Brown, 2001). This relationship defines the employee’s self-concept and also allows for the organization to have influential sway over the employees in order to preserve the relationship (Edwards, 2005). In

addition, Brown (1969) suggested that the most basic aspects of OI were attraction to the organization, loyalty, congruence of goals between the organization and individuals, and reference of self to organizational membership (as cited in Brown, 2001).

Patchen (1970) and Lee (1971) proposed two similar conceptualizations of OI (as cited in Parker & Haridakis, 2008). Based on Patchen's approach OI has 3 components, including:

- A perception of shared characteristics, which describes the perception an individual has about similarities between his/her own goals and interests and those of other organizational members.
- Feelings of solidarity, which is a sense of belongingness the individual feels to that organization.
- Support for the organization, which is to have loyalty towards and defend the organizational goals and policies.

Lee (1971) proposed a different approach but one that used similar concepts as Patchen (1970). Based on Lee's approach identification could take one of three forms.

- Belongingness, which may result from a perception of shared goals amongst organizational members or the belief an employee has that his/her role within the organization fulfills personal needs.

- Loyalty, which involved those attitudes and behaviors that support or defend the organization.
- Shared characteristics, which involved a similarity in quality between organizational members.

Organizational identification drives from social identity theory (Van Dick, 2001; Van Knippenberg & Sleebos, 2006; Shen et al., 2013) which refers to an enduring state that reflects individuals' readiness to define him/her-self as a member of a social group (Van Knippenberg & Sleebos, 2006). Social identities play an important role for the attitudes and behaviors of employees because being a member of an organization helps to answer the question of "Who am I?" (Ashforth & Mael, 1989). Organizational identification is a specific form of social identification (Mael & Ashforth, 1992; Ashforth et al., 2008). According to Pratt (1998) employees have two main and basic motives for identification with an organization (as cited in Edward, 2005). The first one is the need for self-categorization, which indicates seeking a unique place and feeling different from the other members of the society; the second one is self-enhancement, which indicates feeling pride through association with an organization. Jones and Volpe's (2011) stated that a central explanation as to why employees identify with their employing organization is hence to satisfy their need for a positive self-regard, and one's organizational membership provides a potential opportunity to do precisely this (Shen et al., 2013).

Tajfel (1978) defined social identity as "that part of an individual's self-concept which derives from his/her knowledge of his/her membership of a social group (or

groups) together with the value and emotional significance attached to that membership” (p. 63 as cited in Jones and Volpe, 2011).

Also, Edwards (2005) stated that when individuals identify highly with an organization, they are more likely to act in the best interest of the organization as their personal values and goals are in tune with the organizational goals and objectives.

Van Dick (2001) suggested 3 dimensions for identification based on previous studies, including:

- *Cognitive*, which is the knowledge of being a member of a certain group;
- *Affective*, which is the emotional significance attached to being a member;
- *Evaluative*, which is the value assigned to that group from outside.

Other researchers in the field of ethnic identity research have added a fourth component, which represents the conative or behavioral aspect of identification (e.g. Jackson, 2002 as cited in Van Dick, 2004).

Following this classification of dimensions, Van Dick (2001) concluded that the first step in identifying with a specific group involves the cognitive component which is then followed by an experience of affect towards the group, an evaluation of the group’s characteristics, and then individuals will begin to behave in ways that support the group.

A wide range of antecedents have been related to OI (Riketta, 2005; Riketta & Van Dick, 2005; Shen et al., 2013). Various types of determinants may be distinguished, for instance demographic variables including nature and duration of contact between employee and organization (e.g. tenure, age, job level, gender, educational level).

3.4 Hospitality

“Tourism is a system which consists of the elements that are interrelated parts working together to meet general goals” (Mill & Morrison, 2002, p. 16). Airlines, hotels, travel agencies, transportation, inns, and local accommodations can be considered as organizations affecting by the tourism (Mill & Morrison, 2002).

Considering the increasing number of tourists planning for their accommodation is of great importance and it is hospitality industry responsibility (Seaton & Bennett, 1996).

The hospitality industry is part of a larger enterprise known as the travel and tourism industry. The hospitality industry consists of different parts like education, maintenance, human resource, and services and can have a good interaction with other small systems if the relations among its smaller parts are based on productivity and performance. Therefore, the hospitality industry is the main pillar of travel and tourism industry (Mill & Morrison, 2002).

Reisinger (2001) defined hospitality industry as follow:

Hospitality industry is related to provide accommodations and catering services (food and beverages) for customers. It is also related to the reception and entertainment of guests, treating customers with friendliness,

empathy, and kindness, and overall concern for welfare and satisfaction of the customers (p. 4).

3.4.1 Importance of Tourism Industry

The forecast prepared by World Tourism Organization shows that international tourist arrivals amounted to 1,035,000,000 and International tourism income reached 1,075 billion dollars worldwide in 2012. However, Iran due to its natural and historical situations has been ranked among the top ten touristic countries in the world, nevertheless has one percent share of this world trade, this number shows the weakness of this industry in attracting tourists (Razavi Far & Khayat Moghadam, 2013). The great financial turnover which is indirectly related to the tourism industry is more effective on the world economy than the direct incomes of this industry. Generally an important part of the purchases (products and services) and construction-buildings activities which are related to tourism industry are not considered in this industry because calculating the indirect incomes and financial turnovers for tourism industry is really difficult (Razavi Far & Khayat Moghadam, 2013).

The main economic activities which are done around this industry and their feedback are effective on domestic and international economy include Building construction investments (hotel, road, airport, port. producing transportation machines, airplane, ship, train wagon, car) restaurant equipment suppliers, food industry, maintenance of ancient monuments, investment in producing and purifying oil and other energy sources, investments in information (internet sites, press, book, newspaper, brochure, tourist guides, telecommunication and post costs), communications costs (purchasing

SIM card , telephone costs, post), accommodation equipment (camping, tent). The great income of the banks including money transferring, insurance incomes, and preparing other documents for international travel which the tourists spend in destination or in their own country (Papoli Yazdi & Saghaei, 2006).

When people go shopping in their hometown before starting a domestic or international travel, its costs and income cannot be calculated easily. For instance the income and financial turnover of the education related to tourism industry in different countries is not easy to calculate (Papoli Yazdi & Saghaei, 2006).

Measuring the economic impacts of tourism industry because of its components is too difficult (Chen, 2010). Chen (2010) believed to assess tourism contribution in growth of economy there is no reliable technique. In addition, Tourism growth causes improvement in economic situations which could increase incomes and earnings of tourism related corporations (Chen, 2010).

Huge profit and revenue that have been created by this industry have caused different countries in the world try to take advantage of their natural and cultural heritage potential. Creating job opportunities is also one of the most important consequence of tourism industry development (Chen, 2010).

3.5 Theoretical Base

Researchers have been increasingly interested in the role of exchange processes in organizations. A framework underlying much of the research in this area is social exchange theory. Social Exchange Theory was introduced by Blau (1964) and

developed by Konovsky and Pugh in 1994. This theory discusses individual's reciprocation in face of received benefit from entity's actions (Huang et al., 2004).

Blau (1964) suggested that the basis of any exchange relationship can be described in terms of either social or economic principles. Exchanges that are social in nature are based on a trust that gestures of goodwill will be reciprocated at some point in the future. The specific benefits exchanged may be valued primarily because they are symbols of a high-quality relationship; it is the exchange of mutual support that is of concern to the parties involved in the exchange (Blau, 1964).

Social exchange is defined as “an interaction among two parties in which it is not really clear what is being exchanged” (Organ, Podsakoff & MacKenzie, 2006, p. 179). One part of the deal offers a valuable thing to the other side willingly, like a service, or presenting a valuable product or respect or admiration, and starts a social exchange.

According to Gouldner (1960) the base of social exchange theory is in reciprocity concept (as cited in Ma & Qu, 2011). People generally tend to behave with others like they behave to them. When a supervisor behaves fairly with his/her employees, that employee in his/her reaction, tries to improve and increase his/her performance (Ma & Qu, 2011).

The concept of reciprocity is not limited to supervisor-employee relationship but in any part of interaction like father-son, employee-employee and employee-employing

organization (POS) it is true. For instance the concept of helping behaviors (one of the OCB) is that the employees feel that if they help their colleagues they will also help them in the future. It should be noted that the concept of reciprocity will help the way of employees' thinking and their performance and consequently on organizational effectiveness and this shows the importance of reciprocity which will lead to social exchange (Ma & Qu, 2011).

Chapter 4

METHODOLOGY

This chapter provides information about the research methodology utilized in this study to investigate the effect of some demographic characteristics such as age, gender and education level on perceptions of frontline employees of OCB dimensions, POS and OI. In addition, research method, sample, data collection, and the measure used are covered in this chapter.

4.1 Quantitative Method

Quantitative research is the act of collecting numerical data to explain phenomena and analyzing it by mathematical methods (Aliaga & Gunderson, 2000). Quantitative method is useful when researchers want to compare data in a systematic way, make generalizations to the whole population or test theories with hypothesis. This is particularly so when they want to compare or generalize information extensively within and from a specific population or between different populations (Aliaga & Gunderson, 2000).

Qualitative research is aimed at gaining a deep understanding of a specific organization or event, rather than surface description of a large sample of a population (Mayers, 2013). It aims to provide an explicit rendering of the structure, order, and broad patterns found among a group of participants. A qualitative

approach is useful when scholars are exploring a subject about which they don't know what to expect, to define the problem or develop an approach to the problem or, for the opposite reason, when they want to grasp the meanings, motives, reasons, patterns, etc, usually unnoticed in standardized approaches (Mayers, 2013).

The study uses a quantitative method since it has an objectivist and positivists view toward the problem, i.e. the researcher tries to uncover the truth that already exists and the relationships are cause-and-effect and also is conclusive in its purpose and the aim is to reach recognition of commonality of the phenomenon by looking to a larger population.

The first step in conducting a research is to explain qualitative or quantitative phenomena. Actually, the purpose of each research is to explain a phenomenon and give some reasons for it as in this study hypotheses are developed according to the discussion in the literature review.

Second step is to collect the numerical data. Although data is not always in the numerical form, it does not limit the quantitative research, in fact, there are very limited numbers of phenomenon that occur in numerical form. Moreover, it is possible to design the research in the way that it can be converted to the numerical form by assigning a number to each statement or rating them. This method is applied in the study by questionnaire rating scale (Likert scale).

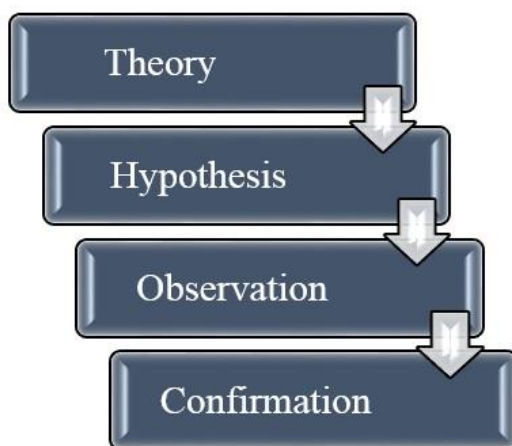
Final step is to analyzing data with mathematical based methods, which in this study is SPSS. The reason that most of researchers avoid quantitative method is the mathematical base of the method, which seems complicated and needs skills but also computer soft wares allow researchers to analysis the data quickly (Cohen, Manion & Morison, 2013).

4.1 Deductive Approach

There are two ways of supporting the process of methodology: deductive and inductive. The distinction between these two approaches is that a deductive approach tests a theory and starts with a hypothesis, while an inductive approach generates a new theory from the observed data and facts (Trochim, 2011).

In the deductive method, the research moves from more general and broad information to more particulars. Whereas, inductive method is vice versa, i.e. it is from specific to general (Gill & Johnson, 2010). (See Figure 5)

Deductive Approach



Inductive Approach

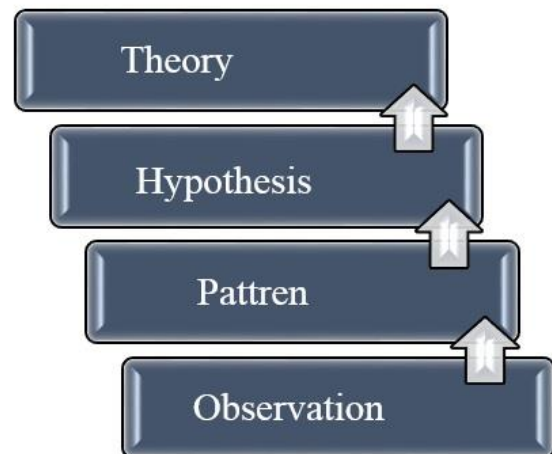


Figure 5. Deductive Approach vs. Inductive Approach
Source: Adapted from Gill & Johnson (2010)

4.2 Statistical Population

A statistical population is a collection of set of all the individuals, events or objects that researcher wants to research about them (Sekaran, 2006). Statistical population in this research is frontline employees who work in 5 Star hotels in Mashhad.

4.3 Sample and Sampling Procedure

Two hundred (200) questionnaires were distributed among customer-contact employees who work in 5 Star hotels in Mashhad. One hundred and forty three (143) staffs returned the completed questionnaire, and 127 questionnaires were usable for achieving the purpose of this research. In this research, the convenience sampling method has been used. Data were collected during December-January (2013-2014) from 5 Star Hotels in Mashhad, Iran.

The researcher asked permission from hotel managers in order to do the data collection. Four out of seven hotels agreed to contribute in the research. The questionnaires were distributed among frontline employees by researcher.

Probability and non-probability are two classifications of sampling method. Probability sampling is “a method in which every individual in the population has a chance to be chosen for the sample, and this probability can be determined correctly” (Zikmund et al., 2012, p. 233). Nonprobability sampling is “a sampling method in which some units of the population have no chance to be selected, and the probability of selection cannot be determined correctly” (Zikmund et al., 2012, p. 234). Nonprobability method involves the selection of units based on assumptions

considering the population of interest that forms the scale for selection (Zikmund et al., 2012).

A convenience sample is a non-probability sampling in which the researcher draws from any subjects that are close to hand to participate in the research. A sample population selected due to convenient accessibility. The subjects are selected just because they are easiest to access for the study and the researcher does not consider chosen subjects that are representative of the whole population. In the most research, the population is very huge and testing every subjects is impossible, so that, most researchers utilize sampling methods like convenience sampling which is the most usual among all sampling methods. Using this method is preference of most researchers because it is quick, inexpensive, and the subjects are easy to access (Zikmund et al., 2012).

4.4 Instrument Development

The method used for data collection in this study was questionnaire which was developed from the related literature. The research questionnaire was written in English and then translated into Persian by utilizing back-translation method (McGorry, 2000). Questionnaire was tested by an expert who was fluent in both English and Persian in order to increase cross-linguistic comparability. All of the items were adapted from the seven-point Likert scale format (1=“Strongly disagree”, 2=“Disagree”, 3=“Somewhat disagree”, 4=“Neither agree nor disagree”, 5=“Somewhat agree”, 6=“Agree”, 7=“Strongly agree”).

The questionnaire included four sections. The first part was “Organizational Citizenship Behavior” variable including 20-item. Five dimensions of employees’ OCBs were used, namely altruism, conscientiousness, sportsmanship, civic virtue and courtesy (Organ, 1990). In this part, each employee should evaluate the hotel according to the 20-items in questionnaire. This questionnaire is based on the study of Podsakoff et al. (1990) which was utilized by Bell and Menguc (2002) in the insurance company. This section is measured on the 7-point Likert scale.

The second part of the questionnaire tended to investigate “Perceived Organizational Support” which was measured with 8-items and 7-point Likert scales was used to measure employees’ evaluation of actions of organization that influence employee well-being. An example of these items is “this organization really cares for the welfare of my life”. This questionnaire was based on the study of Eisenberger et al. (1990).

The third part, “Organizational Identification” which includes 6-items and the frontline employees’ perceptions of belongingness with the organization and their internalization of organization successes and failures were measured by 7-point scale of Likert. One example of these items is “When others admire the hotel, I feel I have achieved a personal success”. This questionnaire is developed from the study of Mael and Ashforth (1992).

The last part is about the demographic characteristics including gender, age, marital status and education level.

The last and important point which is one of the problems in evaluating the organizational citizenship behavior is levels of measurement and analysis issues in OCB (Schnake & Dumler, 2003).

It has been proved that the rating source of OCBs in two levels of individual and unit (group) shows possible differences between sources (e.g., peers, supervisors, self) that evaluate OCB (Niles-Jolly, 2003).

Becker and Vance (1993) concluded in their studies that there is a correlation between ratings of OCB by different people (employees, peers, supervisors). They believe that each methods and levels for evaluating this phenomenon has its own advantages and disadvantages and it cannot be considered that which way is the best way for evaluating this variant. Evaluation of OCB in this research has been done in unit level (organization) and by employees.

4.5 Pilot Study

A pilot test conducted on a small scale of a population that allows researchers to evaluate possibility, time, expenses, and adverse effects, and also to predict an appropriate sample size and improve it before performing on full-scale (Gill & Johnson, 2010).

To pre-test the extent of clarity of questionnaire before it is used in a full-scale research, 30 people were selected who worked in Mashhad 5 Star hotels to gain appropriate data.

4.6 Validity and Reliability Analysis

Validity and reliability are two crucial features of behavioral measure and are related to psychometric properties. Validity and reliability show the type and amount of error that occurs in a measurement (Saunders & Thornhill, 2003).

4.6.1 Reliability

Reliability refers to stability and consistency of results that a measurement tools produced. The main method for estimating the reliability of data is Cronbach's Alpha which is a coefficient of internal consistency (Cozby & Bates, 2011).

The results illustrate that all dimensions of the model for this research demonstrated reasonable levels of internal consistency as measured by Cronbach's. Cronbach's alpha values greater than 0.07 are acceptable (Nunnally & Bernstein, 1994 as cited in Zaibaf et al., 2013). This coefficient is revealed in Table 4.

Table 4. Variables, Number of Items and Cronbach's Alpha Coefficients

Variables		Number of Items	Cronbach α
Organizational Citizenship Behavior	Altruism	4	0.90
	Sportsmanship	4	0.93
	Courtesy	4	0.85
	Conscientiousness	4	0.87
	Civic Virtue	4	0.86
Perceived Organizational Support		8	0.88
Organizational Identification		6	0.92

4.6.2 Validity

Validity shows the extent that the instrument of the study can measure what it is supposed to measure. For testing the comparison of measures there are some validity

tests which are usually divided to three groups of construct validity, content validity, and criterion validity (Cozby & Bates, 2011).

Validity of research variables were analyzed by using 34 items in three main sections in questionnaire based on construct validity by factor analysis technique. Thirty questionnaires were distributed among the employees and guests of 5star hotels in Mashhad.

4.7 Data Analysis

The data of present study was analyzed by means of SPSS 20. This study used some analytical instruments in order to report the results of the empirical investigation. Frequencies were used in order to report the demographic characteristics of the samples.

Means and Standard Deviation were used to rank OCB, POS, and OI with respect to means results. Independent sample *t*- test was used to find out differences according to gender for variables of the study.

One-way ANOVA test was conducted to analyze the perceptions of frontline employees about OCB dimensions, POS, and OI according to their group age and also education levels.

Chapter 5

RESULTS

In this chapter the descriptive information about the final sample is presented. Then, the result regarding relationship between demographic characteristics (Age, Gender, and Education Level) and OCB, POS, and OI are presented.

5.1 Demographic Characteristic of the Samples

According to Table 5, the majority of employees 77 (61%) were male and the rest 50 (39%) were female. Furthermore, most of them were married 73 (57.5%) and 54 (42.5%) were single. The highest frequency was related to the age group 26-35 (52) (41%), followed by employees between 18-25 (34) (26.8%), 25 (19.7%) in 36-45 (8) (6.2%) in the group in which were under 18, 7 (5.5%) in 46-55 and the lowest one was related to the age group above 55 which was 1 (0.8%). So analysis shows that most of the respondents fall in the age of 26-35 years and 18-25 years. Moreover, among staffs, 45 (35.4%) had an education level lower than diploma, 68 (53.5%) had diploma or above and the rest of them had shown that they had a high level of education, whilst 11 (8.6%) had bachelor degree and 3 (2.5%) had master degree and none of them had PhD or above education. (See Table 5)

Table 5. Demographic Profile of Employees (n= 127)

<u>Gender</u>	<u>Frequency</u>	<u>(%)</u>
Male	77	60.6
Female	50	39.4
Total	127	100
 <u>Marital Status</u>		
Married	73	57.5
Single	54	42.5
Total	127	100
 <u>Age</u>		
Under 18	8	6.2
18-25	34	26.8
26-35	52	41
36-45	25	19.7
46-55	7	5.5
Above 55	1	0.8
Total	127	100
 <u>Educational Level</u>		
Less than Diploma	45	35.4
Diploma or above	68	53.5
Bachelor	11	8.6
Master	3	2.5
Total	127	100

5.2 Measurement Results

The data of present study was analyzed using with the utilization of the SPSS 20. The descriptive components of this study were tested by Means of Independent sample *t*- tests (parametric statistics) and analysis of variance (ANOVA).

The descriptive statistics related to OCB, POS, and OI, their means and standard deviations values are as follows; Table 6.

Table 6. Means and Standard Deviations

Variables	Number of items	Mean	Std. Deviation
OCB	20	4.563	0.251
POS	8	3.893	0.518
OI	6	4.971	0.471

Note: n = 127

The means of the descriptive: OCB (4.56), POS (3.89), and OI (4.97), points to frontline employees' perceptions. OI (4.97) is perceived as the highest factor as far as the employees are concerned. The means, standard deviation values of OCB items are as follows; Table 7.

Table 7. Means and Standard Deviations of OCB Statements

OCB	Mean	Std. Deviation
I am willing to help my colleagues who have a high load of work.	3.01	.904
I am willing do the task of absence colleague.	2.24	.791
I am keen on spending my time to help the colleagues who have problem with their job.	5.06	.824
I am eager to help the beginners even though it is not necessary.	3.98	1.732
I consult with the supervisor and other colleagues who may affect my decision.	5.03	.835
I respect the others' rights.	3.94	.848
I think about or put into action the activities or measures to prevent the problems with my colleagues.	5.54	1.022
I inform the supervisor before taking any important measure.	4.72	1.132
I spend much time to complain about the trivial and commonplace issues.	4.54	1.160
I am eager to magnify the small problems.	5.00	.882
I am always talking about resigning my job.	5.02	.811
I always think about negative aspects of my work and surrounding conditions rather than the positive points.	3.90	1.045
I am always punctual.	5.82	1.123
I never spend longer time for lunch or rest than the schedule.	4.12	.981
I follow the schedule planned for daily rest breaks.	6.01	1.050
I observe the organizational rules, regulations, policies and strategies, even if there is no supervision.	4.13	.971
I am aware of the changes in the organization.	5.32	1.447
I pay attention to the activities which seem unnecessary but helpful for a positive perspective of the organization.	3.69	1.065
I participate in the organization important sessions.	6.32	.733
I care for the development and improvement of the organization.	4.32	.991

Note: n = 127. OCB (Organizational Citizenship Behavior)

Several OCB items concerning Courtesy (5.54), Conscientiousness (5.82) and (6.01), seem to have been highly perceived by the employees as seen in the table above. Employees try to prevent the problems with their colleagues, also they are always punctual, and follow the schedule of organization.

The descriptive statistics related to POS items, their means and standard deviation values for each POS items are as follows; Table 8.

Table 8. Means and Standard Deviations of POS Statements

POS	Mean	Std. Deviation
This organization shows great interest and attention for my ideas and opinions.	3.76	1.429
This organization cares much for my welfare.	5.50	1.112
This organization pays much attention to my values.	2.55	1.059
This organization is ready to solve my problems whenever I face problems.	3.40	1.518
This organization ignores my unintentional mistakes.	5.06	1.895
The hotel's managers try to use the opportunities which are offered to me for my own benefits.	3.99	1.439
This organization shows little interest for me.	3.87	.770
This organization helps eagerly me to achieve my special desire goals.	3.02	.791

Note: n = 127. POS (Perceived Organizational Support)

The results show that employees mostly value the fact that their organization cares for their wellbeing (5.50) and overlook their unintended mistakes (5.06) as shown in Table 8.

The descriptive statistics, the means and standard deviation values for each OI items are shown in Table 9.

Table 9. Means and Standard Deviations of OI Statements

OI	Mean	Std. Deviation
When other admire the hotel, I feel I have achieved a personal success.	4.61	1.048
When I talk about this organization, I usually say 'we' rather than 'they'.	6.57	.496
I am eager to know how the others think about our hotel.	4.11	1.492
I consider the hotel's success as my own success.	4.50	1.119
If the other express a criticism about the hotel, I would feel offence.	4.50	1.061
If a story in the media criticized the organization, I would feel embarrassed	5.54	1.125

Note: n= 127. OI (Organizational Identification)

Employees' perceptions regarding OI are presented in Table 9 which reveals the key issues employees focus on. Employees usually refer to their organization as 'we' rather than 'they' (6.57) and they feel embarrassed too if media criticized their organization (5.54) which indicate that the fact that they highly identify with their organization.

Assessment of independent sample *t*-test for gender and one-way ANOVA related to age were performed in order to investigate if there are any differences in terms of the employees' gender and age and their perceptions of OCB dimensions, POS, and OI.

In order to explore whether there is any difference between the OCB, POS, and OI according to male and female employees, independent *t*-test has been conducted and the results are shown in Table 10.

Table 10. Difference According to Gender for OCB, POS, OI. Independent Sample *t*-test

Variables	Group	N	Mean	Std. Deviation	Std. Error Mean
Altruism	Male	77	3.532	.616	.0703
	Female	50	3.635	.556	.0786
Courtesy	Male	77	4.811	.500	.0570
	Female	50	4.805	.485	.0686
Sportsmanship	Male	77	4.613	.518	.0591
	Female	50	4.615	.414	.0585
Conscientiousness	Male	77	5.048	.569	.0648
	Female	50	4.975	.551	.0780
Civic Virtue	Male	77	4.938	.687	.0783
	Female	50	4.880	.580	.0821
POS	Male	77	3.888	.496	.0565
	Female	50	3.902	.556	.0786
OI	Male	77	4.993	.482	.0549
	Female	50	4.936	.457	.0647

As far as gender is concerned, the independent sample *t*- test illustrates that both male and female employees view OI (4.993, 4.936) more important than OCB and POS. Also, males identify themselves with organization more than females (Male= 4.993, Female= 4.936). In terms of OCB, both male and female employees pay attention in the same manner (Female & Male= 4.563). Also, the results show that female employees perceive organizational support higher than male employees (Female= 3.902, Male= 3.888).

In addition, according to OCB dimensions, results show that female employees share more altruistic behaviors than male employees (Female=3.635, Male= 3.532). Also, male employees display more courtesy, conscientiousness, and civic virtue characteristics than females (Male=4.811, Female=4.805; Male=5.048, Female=4.975; Male=4.938, Female=4.880). However, results show there is no difference in sportsmanship behavior (Female= 4.615, Male=4.613) as far as male and females employees are concerned. Therefore, the behavior that both male and female employees display at high level is conscientiousness and the lowest one is altruism.

The results of One-way ANOVA Test, shown in Table 11, display whether there are any differences between employees' OCB, POS, and OI according to their group age.

Table 11. One-way ANOVA (Age)

Variables		N	Mean	Std. Deviation
Altruism	Under 18	8	3.406	.516
	18-25	34	3.742	.610
	26-35	52	3.591	.549
	36-45	25	3.400	.649
	46-55	7	3.464	.652
	55 above	1	3.250	.
	Total	127	3.572	.593
Courtesy	Under 18	8	4.656	.421
	18-25	34	4.808	.518
	26-35	52	4.812	.504
	36-45	25	4.850	.467
	46-55	7	4.928	.449
	55 above	1	4.000	.
	Total	127	4.809	.492
Sportsmanship	Under 18	8	4.687	.608
	18-25	34	4.625	.427
	26-35	52	4.639	.524
	36-45	25	4.570	.430
	46-55	7	4.687	.429
	55 above	1	5.000	.
	Total	127	4.614	.478
Conscientiousness	Under 18	8	4.968	.632
	18-25	34	5.022	.581
	26-35	52	4.980	.587
	36-45	25	5.110	.495
	46-55	7	5.035	.566
	55 above	1	5.000	.
	Total	127	5.019	.561
Civic Virtue	Under 18	8	5.000	.626
	18-25	34	4.882	.533
	26-35	52	4.889	.661
	36-45	25	4.930	.772
	46-55	7	5.071	.746
	55 above	1	5.250	.
	Total	127	4.915	.645

Table 11. Continued.

Variables		N	Mean	Std. Deviation
OCB	Under 18	8	4.5066	.24836
	18-25	34	4.5929	.24147
	26-35	52	4.5587	.24624
	36-45	25	4.5558	.29228
	46-55	7	4.5639	.25733
	55 above	1	4.4211	.
	Total	127	4.5632	.25157
POS	Under 18	8	3.953	.371
	18-25	34	3.937	.463
	26-35	52	3.841	.575
	36-45	25	3.905	.542
	46-55	7	4.017	.475
	55 above	1	3.500	.
	Total	127	3.893	.518
OI	Under 18	8	5.166	.427
	18-25	34	5.039	.552
	26-35	52	4.980	.431
	36-45	25	4.860	.432
	46-55	7	4.738	.516
	55 above	1	5.000	.
	Total	127	4.971	.471

According to the results, all group ages pay more attention to OI more than OCB dimensions and POS. In addition, employees' perceptions of OI decrease as people get older.

The results of OCB dimensions show that as employees get older, they display more courtesy and civic virtue behaviors. Also, younger employees display altruism and

sportsmanship behaviors more than older ones. Employees between the ages of 36-45 (middle-aged) exhibit conscientiousness higher than the other group ages.

As a result of One-way ANOVA, it can be seen that the employees' perceptions regarding OCB, POS, and OI according to their age group level are higher as follows: OI, OCB, and POS. Furthermore, It has been determined there are significant differences between employees' perceptions regarding OI according to their age.

Table 12 displays One-way ANOVA Test results which show that employees' perceptions regarding conscientiousness, civic virtue, sportsmanship, and courtesy are higher than altruism. Moreover, employees' perceptions of OI are higher than respondents' perceptions regarding POS.

Nevertheless, among OCB variables, conscientiousness, courtesy, and sportsmanship are noted to be perceived at higher levels for employees with Master degrees and civic virtue for respondents with High school degrees.

Employees' perceptions regarding POS and OI are also higher for respondents that have a Master degree.

Table 12. One-way ANOVA (Education Level)

Variables		N	Mean	Std. Deviation
Altruism	Less than Diploma	45	3.505	.55260
	Diploma or above	68	3.650	.59872
	Bachelor	11	3.409	.75227
	Master	3	3.416	.38188
	Total	127	3.572	.59354
Courtesy	Less than Diploma	45	4.722	.49779
	Diploma or above	68	4.886	.47598
	Bachelor	11	4.613	.43823
	Master	3	5.083	.76376
	Total	127	4.809	.49246
Sportsmanship	Less than Diploma	45	4.611	.54501
	Diploma or above	68	4.606	.43691
	Bachelor	11	4.568	.44848
	Master	3	5.000	.50000
	Total	127	4.614	.47846
Conscientiousness	Less than Diploma	45	5.055	.58360
	Diploma or above	68	5.003	.52457
	Bachelor	11	4.909	.57307
	Master	3	5.250	1.14564
	Total	127	5.019	.56132
Civic Virtue	Less than Diploma	45	5.044	.62224
	Diploma or above	68	4.849	.59246
	Bachelor	11	4.977	.80199
	Master	3	4.250	1.25000
	Total	127	4.915	.64567
POS	Less than Diploma	45	3.9444	.50954
	Diploma or above	68	3.8364	.51437
	Bachelor	11	3.8523	.53566
	Master	3	4.5833	.19094
	Total	127	3.8937	.51853
OI	Less than Diploma	45	.50330	.07503
	Diploma or above	68	.45959	.05573
	Bachelor	11	.35604	.10735
	Master	3	.76376	.44096
	Total	127	.47192	.04188

Chapter 6

DISCUSSION AND CONCLUSION

This chapter will present detailed information concerning the discussion of the study findings. This is followed by managerial implication, research limitations, and directions for future research.

6.1 Review of Discussion

The current study investigated frontline employees' perceptions of OCB dimensions, POS, and OI according to their age, gender, and education levels.

The findings show that frontline employees' perceptions are at higher levels for OI than OCB and POS. According to Edwards (2005), when individuals identify highly with an organization, they are more likely to act in the best interest of the organization as their personal values and goals are in tune with the organizational goals and objectives.

Literature provides evidence that females are more likely to exhibit OCB than males (Dietz et al., 2002; Farrell & Finkelstein, 2007; Pursell et al., 2008). Seefeldt (2008) stated that based on gender roles, females generally are expected and believed to be more responsive, empathetic and prosocial than males whereas males are expected to be relatively independent and achievement oriented (Eisenberg, Fabes, & Spinrad, 2006).

However, this study reveals that men are more likely to engage in extra-role behaviors than female which is in line with a meta-analysis conducted by Eagly and Crowley (1986); they stated that men perform OCB more than women. Also, Dovidio et al. (1991) claimed that under certain situational factors such as when an individual's behavior is observed, when helping implies performing an activity, or when the intervention is perceived as risky, men are more willing to help.

With regard to the result, women exhibit altruistic behaviors more than the other dimensions of OCB. This type of helping behaviors, which focus on the welfare of others, is stereotypically associated with the female gender role. Women are typically perceived to be concerned with the welfare of others, as caring and considerate of others, and displaying higher levels of empathy and sympathy (Kark & Manor, 2005). This is in line with Charbonneau and Nicol's (2002) findings where girls scored higher than boys on altruism, but the difference was not high. Besides, Dietz et al. (2002), found that women placed more importance on the social psychological value of altruism than men. The authors projected that this difference could be due to the differences in socialization of men and women. This is because women usually show concern for others and take care of one another, while men mainly are in a continuous competition with each other. Moreover, Eagly and Crowley (1986) found that, when looking at actual number of altruistic behaviors, women perform altruistic acts more frequently than men.

According to the results, male employees display courtesy, conscientiousness, and civic virtue behaviors more than female. The results of courtesy was surprising

because this behavior stereotypically is related to women. This result is inconsistent with Hobbs's (2003) research that indicated there were no significant differences in the overall politeness in males and females (courtesy). And also the work of Markoulaki-Leonitdou (2013) showed that women were not more likely to display non-politeness, while males were the opposite. It could be due to imply a risky intervention in order to prevent occurring the problems (Dovidio et al. 1991).

Heilman and Chen (2005) argued that some dimensions of OCB are found in male (civic virtue) while some dimensions (altruism) are more exhibited by female counterparts which are consistent with this research findings. Also, Kidder (2002) concluded that some of the components associated with OCB (altruism), although not exclusively, are stereotypically associated with women's behaviors, while others (civic virtue and conscientiousness) highlight characteristics that are stereotypically associated with men. Kamran's (2013) study indicated that males appeared to be more conscientious as compared to female. This result could be due to the fact that men are able to stay for long hours at work, or come early, and limit their breaks and days off, because they are usually not the ones who are expected to invest time and working hours in the private sphere, attending to the needs of their spouses and children (Acker, 1990; Hochschild, 1989; J. Martin, 1990).

The study's findings are similar to research performed by Kidder (2002), which showed that men were more likely to report performing civic virtue behaviors during their work than women. In addition, Farrell and Finkelstein (2007) found that men are more likely to participate in civil virtue behavior (Dargahi et al., 2012).

However, consistent with previous research, there was no significant gender difference regarding sportsmanship behavior (Chou, 1998). This result could be explained by the situation in Iran. Difficult and challenging situations in all aspects of life (social, political, economic) in Iran result in men and women being able to not complain also in their workplace.

Lack of justice in the organization in dealing with men and women is one of the reasons leads to discouragement of women in performing OCB (Rezaian, 2006; Blader & Tyler, 2009). Wanxian and Weiwu (2006) maintain that sex, being female, is positively related to in-role citizenship in different enterprises in North China. The study supports the idea that gender is a significant factor in OCB performance and women demonstrate less OCB than men. One reason that can be mentioned for the difference between men and women in Iran in this respect can be the fact that women employees do not trust men and because women are skeptical to unfamiliar things they present OCB less than men employees do (Rezaian, 2006).

As the results illustrated, female employees perceive organizational support higher than male which could be a result of their job satisfaction. Amason and Allen (1997) stated that if conditions in an organization are discriminatory toward women, gender differences should exist in POS. However, his finding demonstrated that there were not significant gender differences in POS.

Besides, it has been determined that there are significant differences between the OI levels and the gender of employees. From this point, male participants' perceptions

of OI are higher than those of females. These findings are in line with Çelik and Findik's (2012) study that found a significant difference between the identification levels of participants and their genders (Tüzün et al., 2006; Özdemir et al., 2007 as cited in Çelik & Findik, 2012). However, this result is not in line with Jones and Volpe's (2011) study where no difference between men and women regarding their perceptions of OI was found.

The analysis of One-way ANOVA test by which differences between frontline employees' perceptions of OCB dimensions, POS, and OI according to their age groups were investigated, shows that employees' perceptions of OI are higher than OCB dimensions and POS for all group ages.

According to the results, altruism and sportsmanship decrease as people get older. In other words, older employees do not appear to value helping their co-workers, and younger employees complain less towards their employer.

These results are not consistent with Johnson's study (2000) regarding a review of the altruism literature. He concluded that altruism behavior is enhanced by age. Also, Singh and Singh (2010) claimed that altruism behavior is enhanced by age since the younger employees focus on their own career development and spend less time and effort for their co-workers. Also, another study which is not in line with our results has been done by Pettit et al (2004) who concluded that aging workers increasingly tend to give their knowledge back to the new generations. This result could be due to the fact that older employees shift their priorities to seeking fulfillment in the private

life sphere (Zacher & Frese, 2009) and withdraw themselves from the work context (Desmette & Gaillard, 2008).

Furthermore, findings are not similar to Zacher and Frese (2009) who argued older employees display an increased amount of sportsmanship behavior because they emphasize the positive sides of their organization as they age and subsequently complain less. Also, Bal et al. (2013) stated that because of their longer work experience, older employees have learned to cope with negative experiences in a better way, and have a more objective view on what to expect from the organization, compared to younger employees. One reason that could explain this result is that older employees do not like being told what to do and are not valued the same as younger employees by firm.

Moreover, this study illustrates that courtesy and civic virtue behaviors increase as people get aged. In other words, older people tend more to actively support their co-workers and actively participate in organizational life.

This finding is similar to a study conducted by Singh and Singh (2010) found that older people display courtesy behavior at higher levels towards co-workers compared to younger employees, the latter being merely focused on their own career development. Cate and John (2007) concluded that adults are more likely to display courtesy towards their co-workers (Zacher & Frese, 2009).

According to these findings, older individuals will invest considerable time and effort in trying to save their professional expertise through actively participating in meetings regarding the organization's future, aiming at communicating viewpoints and delegating responsibilities to younger employees.

This result is in line with a study conducted by Mauritz (2012) that showed that increased attachment to the organization on behalf of older people is expected to lead them to display more civic virtue. He claimed that older employees, perceiving less remaining time left in the workplace compared to younger people, are expected to contribute actively to the organization (display more civic virtue) (Mauritz, 2012). In another study by Ng and Feldman (2008), results show that older employees are more likely to perform civic virtue behaviors.

The findings also show a difference in conscientiousness behavior among different age groups. However, employees in the middle-aged group (36-45) perceive conscientiousness higher than the other age groups. In other words, they are more strongly committed to the organization and more punctual and involved in the organization based on their expectation of good career prospects when behaving appropriately (Mayer & Schoorman, 1998).

This could be due to their less expansive future time ahead that caused them to display more conscientiousness (Mauritz, 2012). Jackson et al. (2009) argued that the effects of conscientiousness were heterogeneous, which means that despite the general upward trend, some studies did not find increases in conscientiousness with age.

According to a study done by Srivastava et al. (2003) on five different cultures, individuals over 30 were more conscientious than younger individuals. From a societal perspective, people who are highly conscientious are more likely to be committed to and involved with their work, family, and community (Lodi-Smith & Roberts, 2007). Both cross-sectional and longitudinal studies show that people become more conscientious with age (Helson & Kwam, 2000; Roberts, Walton, & Viechtbauer, 2006; Srivastava et al., 2003). This finding is inconsistent with results of Kamran (2013) that revealed the fact that conscientiousness decreases as age increases. In other words, senior employees tend to be less conscientious than younger ones.

The results show that there were no general upward or downward trend in relationships between employees' perceptions of organizational support and their ages (the effects were not heterogeneous). This result is opposite to Chuebang and Baotham's work (2011) as they found that POS's perceptions differed according to group ages.

As far as age is concerned, it seems that employees' identification with organization decreases as they get older. This finding is in line with that of Riketta (2005) who found that a significant age difference in employees' OI. According to his meta-analysis, younger employees identified with organization at higher levels than older employees. Another study by Goldhaber, et al. (2000) found that new young employees are more likely to identify with their organizations culture and values (as cited in Riketta, 2005). However, this result is inconsistent with the work of

Cakinberk at al. (2011). Their study revealed that according to 135 teachers and school managers, OI is higher for employees who are over 30 than for the employees under 30 (Cakinberk at al., 2011 as cited in Oktug, 2013).

The results of One-way ANOVA for education levels indicate that education had a significant relationship with conscientiousness, courtesy, sportsmanship, OI, and POS.

Education imparts general knowledge that translates into a greater ability to recognize problems or opportunities and to offer a greater number of possible solutions (LePine & Van Dyne, 1998). Thus, it is probable that those who possess more knowledge and confidence will be more likely to engage in OCBs. In present study, courtesy, sportsmanship, and conscientiousness belonged to employees owning Master degree. Also, employees with low education level display altruism and civic virtue more than the other levels. These findings are consistent Mauritz's study (2012). He observed a negative effect of education level on altruism, whereas education levels positively related with both sportsmanship and courtesy OCBs. Educated employee due to their undersetting and knowledge could prevent from occurring problems and cope with difficulties which lead to show more courtesy and sportsmanship behaviors.

In another study by Ng and Feldman (2010), they argued that work experience and attaining a high level of formal education leads employees to develop better work habits and become more conscientious. Mahnaz et al. (2013) claimed that since there

is a lot of burden on the shoulders of educated people from the organizations, they are not likely to do unnecessary activities consequently they do not show civic virtue in their behaviors.

The current study shows that frontline employees with Master degrees perceive organizational support at higher levels than the other. This finding is in line with that of Karatepe (2012) who concluded that education had a significant positive relationship with POS. In the other words, frontline employees who are educated more perceived organizational support at higher levels. This can be explained in line with Organizational Support Theory, by which employees yield positive results related to work when resources like payment and socio-emotional support that employees take from employers are supplied.

Based on these findings, employees who have a higher degree identify themselves at higher levels with the organization than others. Similar findings were observed in Parker and Haridakis's study (2008) who concluded that educated employees strongly identify with their organization (Parker & Haridakis, 2008). Another study (Jones & Volpe, 2011) indicates that educational level has a significant effect on organizational identification. They found that higher levels of education were associated with increased levels of organizational identification (Jones & Volpe, 2011).

6.2 Managerial Implication

Based on the results of this study, some implications for managers of Mashhad 5 Star hotels can be proposed in order to improve employees' perceptions of OCB, POS, and OI, and consequently their performance.

Overall results illustrated that frontline employees perceive OI at higher level than OCB dimensions and POS. Liu et al. (2011) claimed that it is logical to propose that employees having higher OI are more likely to perform OCB as an effort to verify the organizational identity. Accordingly, these hotels should try to develop strategies by which employees' identification with organization result in demonstrating more OCBs by employees.

Moreover, managers should value employees' dedication and loyalty by organizational rewards and favorable job conditions such as pay, promotions, job enrichment, and influence over organizational policies which would cause the employee to contribute more to POS. (Rhoades & Eisenberger, 2002).

Generally, an improvement in the level of OCB, POS, and OI in hotels lead to better productivity as well as more customers' satisfaction and better service delivery.

Managers especially HR managers, should consider cooperative behaviors in their responsibilities and practices including designing performance appraisal system, reward system, and preparing job descriptions, according to the role of employees' cooperative behaviors in organizational performance. According to Morrison (1994),

providing reward to extra-role performance will cause employees go beyond their role requirements which will lead to more OCB. Additional training and development opportunities could be offered as a reward for them.

Managers can facilitate the display of OCBs in different ways such as periodic meetings with the employees, involving employees in decisions making, employing the expert and educated employees, holding communication skill classes for employees, holding in-service classes for the promotion of employees' behavioral knowledge, and putting direct and indirect incentives and penalties.

Male employees exhibit OCBs more than females. Lack of justice in the organization in dealing with men and women is one of the reasons which lead to discouragement of women in performing OCB (Rezaian, 2006); therefore, managers should integrate Environmental Justice considerations into policies and programs across the organization (Blader & Tyler, 2009). Principles of equal treatment for men and women would cause women to perceive more OCBs. In addition, building a fair work environment involves earning employees' trust. Therefore, women would display more OCBs in a trusting work environment.

One way which can help managers to increase the employees' perception of organizational support is to improve work-life balance. Employees will perceive more support when they treated favorably by the organization.

Rhoades and Eisenberger (2002) suggested that job training is a discretionary practice communicating an investment in the employee that lead to increased POS. So, training for low educated and also high educated employees, based on the reciprocity norm, will lead to perceive more organizational support.

Organizations would significantly profit from having employees who identify themselves with organization, since highly identified employees will show better performance by which the quality of service encounters will be increased. Accordingly, it is important to promote the identification of employees with hotels. One possibility to reach that aim is the implementation of corporate identity programs (Gioia, Schultz & Corley, 2000). And the other possible way is to consider employees' goals and values, care about their opinion and wellbeing, and provide available support when employees face a problem. Therefore, these ways build identification with organization's goals which will effect employees' perceptions.

As results revealed, younger employees identify more with organization. Hence, managements of hotels can attract and employ younger individuals in order to increase organizational performance and effectiveness.

Generally, this study helps the managers and decision-makers to reinforce positive volunteer personal and social behaviors among hotels' employees. Moreover, managers should provide a favorable job condition and share the values and goals of organization with employees which lead to identify with organization.

Moreover, the findings of the study also help managers to have a better understanding of what employees are actually doing and perceiving, as well as improving employee satisfaction, efficiency and effectiveness at work.

6.3 Research Limitations and Future Direction

Several limitations should be stated about the research. The lack of empirical research regarding OCB, POS, and OI within Iranian hospitality, it is necessary for future analysis considering these relationships. Moreover, a comparison between Iranian hospitalities and their cultural environments would enhanced both managers and educationalist knowledge regarding the advantages brought by OCB, POS, and OI.

It is suggested for future study to investigate each variable (OCB, POS, and OI) in separate questionnaires with time lag between them. Such data collection practices are consistent with the remedies for minimizing common method bias as suggested by Podsakoff et al. (2003).

The use of self-report in assessing OCBs has a limitation because an employee may express his or her willingness to help fellow worker's job without actually presenting OCBs (Podsakoff et al., 2003). Thus, self-report bias may exaggerate the findings of the present study. In addition, all of the responses were collected from the same source (i.e., the employees themselves), which may cause potential bias, leading to common method variances (Podsakoff et al., 2003). In future studies data should be collected from a variety of sources. Also, frontline employees' OCBs could have

been evaluated from the supervisors and managers' perspective. It is recommended because the reliability increases when OCBs ratings are based on different sources.

The sample size was not great enough because 3 out of 7 Five Star hotels in Mashhad did not participate in this survey. Moreover, another limitation to this study is the drawing the sample size only from 5star hotels in Mashhad for more concentration; then this limits the generalizability of the results. Future studies can be conducted on hotels with different classes to ensure generalization of the findings. Collecting a greater sample of employees, and also supervisors, which were not considered in this study, in hotels with different classes would be beneficial.

Furthermore, selecting a single service industry could be another limitation of the results. Although, problems may occur due to industry differences, as such they would be eliminated by concentrating on a service industry (Hartline & Ferrell, 1996). Future research can be conducted on subjects in parallel or different industries. It can have implications for parallel industries such as travel agents, food and beverage and entertainment establishments. In order to conduct a more thorough and diverse analysis, future research can focus on different industries.

Since, non-probability samples method tend to be less complicated and less time consuming than probability samples (Zikmund et al., 2012), for this study convenience sampling method was used which is easy to manage, less costly and less time consuming (Zikmund et al., 2012). However, this method has some disadvantages which are possible sampling bias, a less representative sample of the

population, and problems with generalization to the larger population (Zikmund et al., 2012). Utilizing probability sampling method is suggested because the sample in this method is fully representative of population, and also there is no limitation in generalizing the results (Zikmund et al., 2012).

Assessing employees' perceptions according to different levels of OCBs (individual and organizational levels), and also the other dimensions of OCBs that mentioned in previous parts can be helpful to reach a deeper understanding about the effects of employees' characteristics on their perceptions.

For future study it is recommended investigating the perceptions of employees about employee-supervisor relationship - in addition to employee-organization relationships (POS & OI) – based on the leader-member exchange theory.

Finally, this study suggests investigations on the impact of other demographic characteristics and also cultural and structural factors on forming OCB dimensions, POS, and OI, and also investigations on the impacts of internal and external incentives on OCB, OI, and POS.

6.4 Conclusion

Organizational effectiveness has always been a major concern for organizational behavior researchers and human resource practitioners. Organizational citizenship behavior (OCB), Perceived organizational support (POS), and Organizational identification (OI), which must be considered for achieving organizational

effectiveness, have received the preponderance of research attention (Podsakoff, MacKenzie, & Bommer, 1996; Podsakoff, et al., 2000, Ashforth et al., 2008).

With respect to the study findings, it could be concluded that employees' perceptions regarding their demographic characteristics are of importance in organizational effectiveness, because the perception colors all further behavior of employees and their performance (Singh & Singh, 2010).

Another outcome emerged out of the findings is that demographic changes such as rising numbers of women in the labor force, an ageing population, and educated people, have influence on the level of employees' perceptions and consequently their performance. Therefore, hospitality industry, which wants to create organizational effectiveness and improve employees' perception of organization should pay more attention to recognize and understand their employees' characteristics and perceptions about their organization.

It has been the purpose of this thesis to investigate employees' perceptions according to OCB dimensions, POS, and OI regarding their demographic characteristics (age, gender, education).

The results show that perceptions of customer-contact employees according to OI are higher than their perceptions of OCB and POS. Also results illustrated that the identification level of men with organization is higher than women, as well as, employees identification increased as they get older.

Moreover, as results reveal there are significant differences between the support levels perceived by employees, according to their age; besides, female employees perceive organizational support more than males do.

The results of OCB dimensions illustrated that as employees get older they display more courtesy and civic virtue behaviors. Also, younger employees display altruism and sportsmanship behaviors. Middle-aged employees demonstrate conscientiousness higher than the other group ages. Furthermore, men tend to perform OCBs than female. Finally, the perceptions of educated employees according to OCB, POS, and OI are at the highest level.

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APPENDIX

Questionnaire

Dear Employee;

This questionnaire is offered for a research project for Master degree titled “the mediating role of organizational citizenship behavior on service quality and employee organization relationship”. The questionnaire consists of four sections. In the first section, the dimensions of OCB is prepared. In second section, organizational support is considered. The third section deals with questions conserving the organizational identity. The section fourth presents questions about the demographic characteristics such as age, sex, academic degrees (education). In all sections you are asked to mark the choice you agree most. Thanks for your careful answers.

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First section: Organizational Citizenship Behavior

Tick the choice you agree most		Strongly disagree	Disagree	Somewhat Disagree	Neither agree Nor Disagree	Somewhat Agree	Agree	Strongly agree
1	The hotel staff are willing to help their colleagues who have a high load of work.							
2	The hotel staff are willing do the task of absence colleague.							
3	The hotel staff are keen on spending their time to help the colleagues who have problem with their job.							
4	The hotel staff are eager to help the beginners even though it is not necessary.							
5	The hotel staff consult with the supervisor and other colleagues who may affect their decision.							
6	The hotel staff respect the others' rights.							
7	The hotel staff think about or put into action the activities or measures to prevent the problems with their colleagues.							
8	The hotel staff inform the supervisor before taking any important measure.							

9	The hotel staff spend much time to complain about the trivial and commonplace issues.							
10	The hotel staff are eager to magnify the small problems (Make mountains out of molehills).							
11	The hotel staff are always talking about resigning their job.							
12	The hotel staff always think about negative aspects of their work and surrounding conditions rather than the positive points.							
13	The hotel staff are always punctual.							
14	The hotel staff never spend longer time for lunch or rest than the schedule.							
15	The hotel staff follow the schedule planned for daily rest breaks.							
16	The hotel staff observe the organizational rules, regulations, policies and strategies, even if there is no supervision.							
17	The hotel staff are aware of the changes in the organization.							
18	The hotel staff pay attention to the activities which seem unnecessary but helpful for a positive perspective of the organization.							
19	The hotel staff participate in the organization important sessions.							
20	The hotel staff care for the development and improvement of the organization.							

Second section: Perceived Organizational Support

Tick the choice you agree most		Strongly disagree	Disagree	Somewhat Disagree	Neither agree Nor Disagree	Somewhat Agree	Agree	Strongly agree
1	This organization shows great interest and attention for the employee's ideas and opinions.							
2	This organization cares much for the employees' welfare.							
3	This organization pays much attention to employee's goals and values.							
4	This organization is ready to solve the employee's problems whenever they face problems.							

5	This organization ignores the unintentional mistakes of the employees.						
6	The hotel's managers try to use the opportunities which are offered to the employees for their own benefits.						
7	This organization shows little interest for the hotel's employees.						
8	This organization helps eagerly the employees to active their special desire goals.						

Third section: Organizational identification

		Strongly disagree	Disagree	Somewhat Disagree	Neither agree Nor Disagree	Somewhat Agree	Agree	Strongly agree
	Tick the choice you agree most							
1	When other admire the hotel, the staff feel they have achieved a personal success.							
2	When the hotel staff talk about this hotel, they use the pronoun "we" instead of "they".							
3	This hotel staff are eager to know how the others think about their hotel.							
4	The staff consider the hotel's success as their own success.							
5	When the other express a criticism about the hotel. The hotel staff feel offence.							
6	If the media in the country or overseas make a criticism about the hotel, the staff feel sad and worried.							

Fourth section: Demographic characteristics, if willing complete the following question.

1. Age range: Younger than 18 18 to 24 years
 25 to 34 years 35 to 44 years
 45 to 54 years Older than 54

2. Gender: Male Female
3. Marital status: Single Married Others
4. Education: Primary Junior high school
High school graduate Associated diploma
Bachelor Master Ph.D. and higher degree