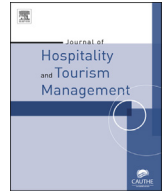




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The model of service-oriented organizational citizenship behavior among international tourist hotels



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ABSTRACT

This study focuses on the fact that the hotel industry relies on cooperation and assistance among colleagues to deliver superior service. Most studies on social exchange discuss leader-member exchange. However, this study finds that providing hotel service relies on the integration of managerial, employee, and customer relationships. This study discusses the effects of customer-employee exchange and internal service behavioral intention on service-oriented organizational citizenship behavior from the perspectives of customer-employee interaction and internal service among colleagues. The subjects of this study were the frontline service personnel at the international tourist hotels, including personnel at front desks, in service centers, in housekeeping, and in restaurants. From the 689 valid questionnaires, this study finds that customer-employee exchange significantly affects internal service behavioral intention and service-oriented organizational citizenship behavior. The study also finds that employees' internal service behavioral intention significantly affects service-oriented organizational citizenship behavior. Therefore, from the perspective of the employee-customer relationship, this study built a social exchange-internal service behavioral intention-organizational citizenship behavior effects model that can be used in future studies.

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1. Introduction

Driven by trends in global tourism, the number of tourists visiting Taiwan each year has nearly doubled in the past five years. The Tourism Bureau of Taiwan estimates that the number of tourists visiting the island reached 10 million in 2015 and that the number of hotels in Taiwan grew to more than 7500 by mid-2015. Scholars have found that good internal service within a company leads to superior external customer service (Large & König, 2009). Thus, an increasing number of businesses are striving to establish an internal environment in which employees are treated as internal customers and in which other supporting personnel (including managers and service-oriented personnel) are treated as internal service providers. In such an environment, employees support one another to improve performance (Chen, 2013).

In the face of the current fierce competition in the hotel industry, it will be difficult to satisfy the diverse and rapidly changing demands of customers if hotel service personnel fail to deliver superior service. Delivery of superior service requires that

employees go beyond their job description to provide better service to meet or exceed customer expectations and, in turn, to build customer satisfaction (Ma & Qu, 2011). Thus, organizational citizenship behavior, a concept that describes an employee's willingness to exceed the requirements of his or her job description, has attracted the attention of the service industry (Cho & Johanson, 2008). By considering the flexible and constantly changing features of the service environment, Van Dyne, Graham, and Dienesch (1994) developed the concept of service-oriented organizational citizenship behavior based on features common to the hotel industry. Service-oriented organizational citizenship behavior in the hotel industry not only benefits service delivery, provides higher quality service, and creates a friendlier environment that encourages customer interaction but also provides a service innovation view that fits customer demands more closely and creates higher customer satisfaction (Podsakoff, Whiting, Podsakoff, & Blume, 2009; Raub, 2008). Thus, the hotel industry must actively consider methods for inducing service-oriented organizational citizenship behavior from its employees to enhance service quality, competitive advantage, and the financial performance of hotels. However, studies on the factors that influence service-oriented organizational citizen behavior in the hotel service industry are

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rare (Kim, O'Neill, & Cho, 2010; Ma & Qu, 2011; Tang & Tang, 2012).

Social exchange is a voluntary action that individuals demonstrate when they expect to obtain rewards (Kamdar & Van Dyne, 2007). From the perspective of social exchange, employees who expect support and assistance from colleagues must also provide support and assistance to colleagues. Although social exchange is regarded as an important precondition for organizational citizenship behavior, many researchers have only studied leader-member exchange (e.g., Organ, Podsakoff, & MacKenzie, 2006; Euwenma, Wendi, & Emmerik, 2007). However, the hotel industry operates in a service environment that requires cooperation among employees. Employees must interact with colleagues and customers in addition to managers (Ma & Qu, 2011). Therefore, if employees wish to garner rewards from customers, such as repeat visits or a positive reputation, they must engage in more service behavior that benefits customers by cooperating with colleagues to provide superior internal service, which results in superior external service. Chen, Raab, and Tanford (2015) recognized the customer's participation in service encounters, and they found that their relationships with customer loyalty in a hospitality setting.

In contrast to other studies of social exchange, this study focuses on the fact that the hotel industry relies on cooperation and assistance among colleagues to deliver superior service. This purpose of this study is from the perspectives of social exchange and internal service, to discuss the relationship between customer-employee exchange and service-oriented organizational citizenship behavior, and the mediating effect of internal service behavioral intention on customer-employee exchange and service-oriented organizational citizenship behavior. The study provides practical and theoretical guidance for Taiwan's rapidly growing domestic hotel industry as well as specific suggestions for Taiwan's international tourism hotels for developing employee organizational behavior to strategically manage the hotel workforce.

2. Literature

To build the correlation between the internal model and organizational citizenship behavior, this section separately discusses customer-employee exchange, internal service behavioral intention, and service-oriented organizational citizenship behavior.

2.1. Customer-employee exchange

In the literature on organizational citizenship behavior, leader-member exchange is the most often discussed and studied social exchange (Organ et al., 2006). However, customer-employee exchange has begun to garner attention because serving customers has become the primary task of hotel employees. However, in the process of being served, not all customers voluntarily accept service. However, an increasing number of customers are actively participating in their service and providing information concerning their demands and opinions (Sierra & McQuitty, 2005).

Despite the rapid development of the service industry, few studies have attempted to develop a customer-employee exchange questionnaire even though the concepts of customer-employee exchange and of serving customers have begun to attract more attention (Sierra & McQuitty, 2005). According to the theory of social exchange and to many scholars, more customers will begin to participate in the delivery of service by employees, and customer participation will affect the emotions and behavior of employees. Sierra and McQuitty (2005) found that customer-employee exchange should include emotion and satisfaction. Additionally, Ma and Qu (2011) found that social exchange theory largely discusses leader-member exchange. However, the delivery of superior service requires a good relationship between employees and customers.

Therefore, Sierra and McQuitty (2005) developed five questions regarding the concept of customer-employee exchange to measure customer impressions of employee politeness, satisfaction, and emotion. This study uses a customer-employee exchange questionnaire based on Sierra and McQuitty's questions.

2.2. Internal service behavior intention

Internal service means providing service to other units or individuals within an organization (Large & König, 2009). Boshoff and Mels (1995) argue that each employee and department uses and provides service and that such internal service significantly affects the delivery and performance of service to outside customers. The concept of internal service originated from the internal market orientation theory proposed by Berry, Hensel, and Burke (1976). The theory asserts that employees are internal customers of a company. Because employee attitude and performance are significant factors affecting the operational success of the company, satisfying these internal clients is important (Chen, 2013). In the hospitality service industry, employee performance and attitude are significant factors affecting the delivery of service (Ruizalba, Guillermo, Miguel, & Blanca, 2014). Accordingly, the concept of the internal market has rapidly developed since 2008 and is frequently discussed in the hospitality marketing field (Line & Runyan, 2012).

This study defines internal service behavioral intention as the degree to which an employee is willing to show internal service behavior, such as cooperating with and assisting colleagues. By studying the personnel of an international tourism hotel, Billy, Pearl, Gail, and Skip (2006) found that employee work satisfaction and organizational promise can affect the quality of a hotel's internal service. Wildes (2007) found that good internal service quality helps hotels attract and retain excellent service personnel. Chen (2013) found that building and increasing the quality of the hotel service needs team builds cooperation and mutual assistance among colleagues. By studying the Taiwanese hotel industry, Chen (2013) found that organizational culture and a leader's style can influence the willingness of a hotel service employee to provide superior internal service and the degree to which an employee will improve his or her service quality, which influences a hotel's business performance.

2.3. Service-oriented organizational citizenship behavior

Among the various types of organizational behavior, the one that employees can use most flexibly is citizenship behavior (Organ, 1988; Podsakoff & MacKenzie, 1994). Citizenship behavior is an employee's voluntary decision to exceed the requirements of his or her work role. Exceeding work requirements benefits the employee's organization (Brief & Motowidlo, 1986; Organ, 1988). Organ (1988) argues that the design of organizational systems is never perfect. If an organization relies solely on the in-role behavior of its employees, it will be difficult to achieve organizational goals. Accordingly, an organization must rely on certain citizenship behavior by employees who voluntarily demonstrate organizational behavior to make up for the drawbacks of the role to achieve organizational objectives. Thus, Organ (1988) defined organizational citizenship behavior as various types of behavior that have not been directly recognized by an organization's formal reward system but which benefit an organization's operational performance. Organ divided organizational citizenship behavior into altruism, kindness, sportsmanship, conscientiousness, and civil virtuousness, a division that has been widely used in the recent literature (Ma & Qu, 2011).

However, with the boom in the service industry, some scholars

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