

6th International Research Symposium in Service Management, IRSSM-6 2015, 11-15 August  
2015, UiTM Sarawak, Kuching, Malaysia

## Flow Experience and Organizational Citizenship Behaviour among Hotel Employees: Moderating Effect of Socio-Cultural Factor

Mark Kasa<sup>a,\*</sup>, Zaiton Hassan<sup>b</sup>

<sup>a,b</sup>*Faculty of Cognitive Sciences and Human Development, Universiti Malaysia Sarawak, Kota Samarahan, 94300, Malaysia*

---

### Abstract

Flow, a positive psychology movement making normal life more fulfilling, is claimed to have a strong impact and proven to correlate positively with performance enhancement. As the nature of hotel jobs may give high level of stress and create many problems for people, the presence of Flow characteristics may affect among the hotel employees. The objective of this study is to distinctively investigate the influence of flow on organizational citizenship behavior (OCB) and the moderating effect of socio-cultural factors (i.e collectivism / individualism) on flow and OCB. This cross-sectional study used self-administered questionnaire, which was collected from 293 hotel employees in Sarawak, Malaysia. Confirmatory factor are analyzed using Structural Equation Modeling (SEM) via AMOS 21 and the measurement model is validated prior to testing the hypothesized model. The result reveals that Flow has a significant relationship with organizational citizenship behavior. Employees who experience Flow are likely to find their work enjoyable and intrinsically motivating. This phenomenon encourages employees to perform extra roles beyond the requirements of the formal duties. This study also revealed that there is a significant moderating effect of socio-cultural factors on the relationship between flow and organizational citizenship behavior. Specifically, individualistic employees experience Flow are more likely to display the characteristics of organizational citizenship behavior. Understanding these relationships will provide a strategy for hotel employers to retain and develop the most capable and talented human capital towards improving their competitiveness in hotel business.

© 2016 The Authors. Published by Elsevier Ltd. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

Peer-review under responsibility of the Universiti Teknologi MARA Sarawak

*Keywords:* flow; organizational citizenship behavior; individualism; hotel

---

---

\* Corresponding author. Tel.: +06-082-581-539; fax: +6-082-581-567.  
E-mail address: [markyek@yahoo.com](mailto:markyek@yahoo.com)

## 1. Introduction

The hotel industry is often linked to high rates of failure and poor performance (Blanck, 2003; Dimond, 2004; Enz, 2002; France, 2002) and is one of the industry's service components that needs to be supported towards service climate for customers. Service climate refers to emphasis on services and customer satisfaction by the hotel. Flow, defined as the ultimate positive experience, is one of the example of positive psychology movement. The positive psychology movement concentrates on the investigation on scientific method in making normal life more meaningful, fulfilling and know how well things will go right (Seligman & Csikszentmihalyi, 2001). This contributes towards improved work performance and feeling of satisfaction having achieved tasks with intense feeling of enjoyment (Csikszentmihalyi, 1988).

Numerous studies on flow have been conducted in several fields, such as executives (e.g. Donner & Csikszentmihalyi, 1992), technology employees (e.g. Webster et al. 1993; Ghani & Deshpande 1994), internet usage (e.g. Chen et al. 1999), and music teachers (e.g. Bakker 2005). This study explored the effect of flow in the Malaysian hotel industry to test the Csikszentmihalyi's (2003) statement that employees who are engaged in a very complex and challenging work use their talents and strengths, unleash their new skills are likely to find their work enjoyable and intrinsically valuable. This chain reaction would definitely contribute to the improvement in their productivity. Therefore, the creation of service climate in the hotel industry, further enhanced with psychological capacities, is deemed necessary (Schneider et al., 2000).

This paper distinctively investigate the influence of flow on organizational citizenship behavior (OCB) from a sample of hotel employees in Sarawak and the moderating effect of socio-cultural factors (i.e collectivism / individualism) on flow and OCB. This study is based on the self-determination theory (SDT), while motivation theory is based on premise that people are growth-oriented and actively seek opportunities to develop their fullest potential (Roche & Haar, 2012). Thus, this study seeks to investigate the flow experience and OCB towards greater positive well being in the hotel industry.

## 2. Literature review

Flow is relatively a new construct and there is limited knowledge about the relationship between organizational citizenship behaviour (OCB) and flow (Bakker 2005; Demerouti 2006). The only nearest outcome influenced by flow is work engagement, which is defined as positively fulfilling and work related to the state of mind, and share the affinity with the flow variables discovered by Schaufeli, Salanova, Gonzales-Roma & Bakker (2002).

The study of flow originated when Csikszentmihalyi tried to understand this phenomenon experienced by the artists (painters). Research on flow became prevalent in the 1980s and 1990s Csikszentmihalyi and his fellow researchers in Italy became the pioneers on the theory of flow. Since then, researchers have been keen on total concentration in work's related activities, emphasizing positive experiences, especially in the areas of business world and education, and began studying the theory of flow in this period of time (Csikszentmihalyi & Nakamura, Mihaly & Jeanne, 2002). Csikszentmihalyi (2003) quoted that frequent experiences of flow at work would lead to higher work productivity, innovation, and employee development. In addition, Bakker (2005) mentioned that flow was proven to be useful in the context of the workplace.

OCB is the defined as role-related behaviours that go above and beyond the routine duties (Bateman & Organ, 1983; Organ, Podsakoff & MacKenzie, 2006). Organ (1988) states that OCB have five distinct dimensions which are altruism (help others), civic virtue (keep up with important matter within the organization), conscientiousness (norm compliance), courtesy (consulting others members before taking any action), and sportsmanship (not complaining about trivial matters). Based on previous studies, OCB has a significant importance in the workplace. Padsakoff and MacKenzie (1994, as cited in Organ et al., 2006), in their study among insurance agencies, found that the OCB variables, sportsmanship and civic virtue, were both significantly related to sales performance index while Padsakoff, Aheame, and Mackenzie, as cited in Organ et al. (2006), who conducted their study among paper mill workers, found that helping behaviour was significantly related to product quality.

Every unique culture in this world is grounded by its own set of basic assumptions to the basis of thinking, feelings, and actions among its members and towards others. Investigation of cultural variables as the moderator can help to determine whether the cultural variables will be an important determinant in the study (Gibson, Maznevski & Kirkman, 2009). Kirkman, Lowe & Gibson (2006), and Leung, Bhagat, Buchan, Erez & Gibson (2005) summarized that cultural values may have stronger effects under certain conditions than others, and further stated that the cultural

Download English Version:

<https://daneshyari.com/en/article/1107390>

Download Persian Version:

<https://daneshyari.com/article/1107390>

[Daneshyari.com](https://daneshyari.com)