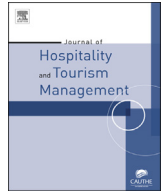




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## Shaping the organizational citizenship behavior or workplace deviance: Key determining factors in the hospitality workforce

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## ABSTRACT

This study explores the organizational citizenship and workplace deviance behavior of hotel employees. In particular, it examines the influence of service climate, ethical values, and individual characteristics on such behaviors. The researchers administered a survey to upscale hotels across Taiwan. Of the total of 500 that were distributed, 308 useable questionnaires were returned for a response rate of 61.6%. The results provide evidence of a link between individual characteristics both organizational citizenship and workplace deviant behaviors. Service climate and ethical value were identified as antecedents of both positive and negative employee behaviors. The study indicates that both organizational factors and individual characteristics play a critical role in shaping the organizational citizenship and workplace deviance behaviors of hospitality employees. This diagnosis offers insights for hospitality firms when determining potential actions that may enhance the job performance of employees.

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## 1. Introduction

The success of hospitality businesses is critically dependent on the extent to which “customer-facing” employees deliver effective service. This has prompted increasing researcher interest in both the positive and the negative aspects of employee behaviors and their effects on service delivery. Organization citizenship behaviors (OCBs) exemplify the positive, whereas workplace deviance is viewed as a negative (Karatepe & Ehsani, 2012; Ma & Qu, 2011). The prevalence of such behaviors and their connection with organizational effectiveness and productivity suggests an opportunity for researchers to explore the influence of both individual and group factors. Building on the evidence that hotel customer satisfaction increases when their expectations are exceeded (Torres & Kline, 2006), researchers have pointed to the importance of employee citizenship behaviors as a means of delivering quality service (Fu, Li, & Duan, 2014). Since OCBs and their antecedents are closely associated with the service challenges that hotels encounter, it may also be anticipated that they will play an important role in achieving

operational effectiveness.

Though positive employee behaviors have been extensively researched in the hospitality context, less attention has been devoted to negative behaviors or what may be described as work related deviance (Jung & Hye, 2012; Wood, 1992). This phenomenon is pervasive amongst hospitality personnel, can jeopardize service standards and has negative financial implications for the business. Such positive and negative behaviors are potential determinants of organizational performance and the extent to which they receive implicit or explicit sanction by the organization may impact on the organization itself, on customers, and on employees. It is widely accepted that organizations welcome OCBs and that workplace deviance may jeopardize performance. This suggests that it would be instructive for researchers to develop an enhanced understanding of the variables associated with both OCBs and with deviance. Furthermore researchers are increasingly questioning whether personal characteristics are sufficient to explain employee behaviors and are also considering organization-level factors (Liang, 2012; Vardi, 2001). The present study explores both hotel employee organizational citizenship and workplace deviance behaviors. It also investigates the extent to which such behaviors are impacted by individual employee differences. Finally, the researchers examine the influence of service climate and ethical values on organizational citizenship and workplace deviance. It is the researchers' view that more insights can be gained for both

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theory and practice about the relationship between wider organizational values within the hospitality sector, including ethics and the propensity for employees to make positive or negative contributions to the business.

## 2. Literature review

### 2.1. Service-oriented organizational citizenship behaviors (OCBs)

Organizational Citizenship Behaviors (OCBs) are intended to provide help and assistance to the organization, are outside an individual's work role, are not directly rewarded, and are conducive to effective organizational functioning (Organ, 1988). Posakoff and MacKenzie (1994) addressed OCBs are individual extra-role behaviors in the workplace that are not directly or explicitly recognized by a formal reward system. The key to the enhancement of OCBs requires employee consent and commitment to the organization (Bachrach & Jex, 2000). High levels of OCBs could lead to organizational effectiveness, and would increase the stability of organizational performance and retain employees (Burris, Detert, & Chiaburu, 2008; Yoon & Suh, 2003).

The focus of OCBs is widely applied regardless of types of industries (Bettencourt, Gwinner, & Meuter, 2001); however, along with the growing development of the service industry, the service-oriented employees' behaviors have become more and more important (Yoon & Suh, 2003). Borman and Motowidlo (1993) observed that some OCBs may be better suited to "certain types of organization than for others". They noted that "service companies have special requirements on dimensions related to dealing with customers and representing the organization to outsiders" (Borman & Motowidlo, 1993).

Due to higher levels of customer contact in the service industry than for non-service industries (Arrowsmith & McGoldrick, 1996), Bettencourt et al. (2001) defined service-oriented OCBs as customer directed and as being performed in most cases by customer contact employees. They identified three forms of service-oriented OCBs: loyalty, service delivery, and participation. The relevant staffs are firstly representing the firm to outsiders and may thus enhance or diminish its image (Schneider & Bowen, 1993). Through demonstrating loyalty via *service-oriented OCBs*, employees are advocates for the products and services that are offered by their organization and shape its external reputation. Second, customer contact employees provide a strategic link between the external environment and internal operations by communicating information about customer needs and by suggesting prospective service improvements (Zeithaml, Berry, & Parasuraman, 1988). Employees demonstrate individual initiatives by *participating in service-oriented OCBs*, especially through communications, to improve their own service delivery and the services of their organization and co-workers. Such service-oriented OCBs are fundamental to the capacity of an organization to meet changing customer needs. Third, it is particularly important for customer contact employees to perform their roles conscientiously. Research on service quality has revealed the importance of reliable, responsive, and courteous service delivery behaviors on the part of customer-contact employees (George, 1991; Parasuraman, Zeithaml, & Berry, 1988). Employees who behave conscientiously towards customers in their delivery of service may be described as demonstrating service delivery service-oriented OCBs.

Employee OCBs support the effective functioning of an organization because managers cannot anticipate all prospective employee contributions, monitor their various behaviors, or coerce them into 'going the extra mile' for the organization. This is a challenge for management since hotel employees such as front office staff, housekeepers, and restaurant waiters are expected to go

"above and beyond" to satisfy customers and improve organizational efficiency as well as completing their assigned tasks (Chiang & Hsieh, 2012; Ma & Qu, 2011; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). An ultimate organization-wide goal is for employees to contribute towards overall goals, rather than simply fulfilling their duties. This implies the prompt and smooth completion of job tasks without the involvement of managers in resolving each and every problem.

### 2.2. Workplace deviance

Various terms have been used to describe the most prevalent negative employee behaviors within organizations. Robinson and Bennett (1995) and Robinson and Greenberg (1998) referred to "workplace deviance behaviors", namely voluntary behaviors that violate significant organizational norms and consequently threaten the well-being of an organization and its members, or both. Others have described such phenomena as "dysfunctional behaviors" (Griffin, O'Leary-Kelly, & Collins, 1998), "misbehaviors" (Ackroyd & Thompson, 1999), "counterproductive behaviors" (Kolz, 1999; Sykes, 1997), or "antisocial employee behaviors" (Giacalone & Greenberg, 1997).

In addressing the research domain of workplace deviance, Hollinger (1991) distinguished between production and property deviance. On the basis that behaviors may have differential negative impacts on individuals or organizational wellbeing, Kelloway & Barling, 2010 proposed four classifications; production deviance (low severity, organizational target), property deviance (high in severity, organizational target), political deviance (low in severity, individual target), and personal aggression (high in severity, interpersonal target). Robinson and Bennett (1995) and Aquino, Lewis, and Bradfield (1999) proposed the terms organizational and interpersonal deviance as the applicable dimensions. The former encompasses deviant behaviors targeted at the organization (e.g., working slowly, with intent damaging company property or sharing confidential company information). On this basis it may be argued that they should be treated as a separate behavioral "family". Interpersonal deviance encompasses behaviors that are targeted at individuals (e.g., violence, gossip and theft from coworkers).

Scholars have estimated that up to 69% (Boye & Slora, 1993) of employees routinely behave in a manner that can be described as either deliberately deviant or intentionally dysfunctional. Others have referred to a proportion as high as 96% (Slora, 1991). In seeking to identify the incidence of more specific behaviors, it has been found that 33 to 75 percent of all employees have engaged in some of the following behaviors: theft, computer fraud, embezzlement, vandalism, sabotage, and absenteeism (Harper, 1990). A study on the hospitality sector by Harris and Ogbonna (2002) concluded that 85% of customer-contact employees admitted to some form of misbehavior. In the United States deviant behaviors may account for organizational losses of up to \$200 billion annually (Harris & Ogbonna, 2006). Harris and Ogbonna (2002) have argued that deliberate workplace deviance behaviors that are intended to impact negatively on service are likely to be especially damaging not only to service encounters "but also to firm profitability and growth".

### 2.3. Individual characteristics, organizational citizenship behaviors and workplace deviance

Many researchers have agreed that personal characteristics play a role in explaining employee behaviors. It has been suggested that misconduct is influenced by individual differences, including demographic variables such as gender, age, and tenure influence (e.g. O'Fallon & Butterfield, 2005; McCabe, Ingram, & Dato-on, 2006).

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