

A CROSS-CULTURE STUDY ON THE
MOTIVATIONAL MECHANISM OF HOTEL
EMPLOYEES' ORGANIZATIONAL CITIZENSHIP
BEHAVIOR

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CHAPTER I

INTRODUCTION

This chapter introduces the concept of Organizational Citizenship Behavior. Its origin, importance and the importance to study Organizational Citizenship Behavior in the context of the hotel industry are explained.

Two challenges of the hotel industries are presented and the possibility of using OCBs to overcome the challenges is justified. The purposes, objectives and the significance of the study are presented.

The Importance of “Going Above and Beyond” for Hotel Employees

The hospitality industry is the world’s largest service industry (Johnson, 2004). A historically dominant market in the world, the hotel and motel industry in the United States (The U.S.) consists of about 30,000 companies, with the revenue of over \$90 billion annually (Market Research.com, 2009). In recent decades the hotel industry in Asia-pacific region, especially in China, has been witnessing the fastest growth (Research and Market, 2008). Unlike other industries, the hotel industry is unique in that its core product is the intangible service. The importance of service quality to a hotel is as critical as the importance of product quality to a manufacturer, because providing high quality service is the starting point of creating satisfied customers. In return, satisfied customers have a stronger tendency to purchase more products and become loyal customers of the hotel (Bienstock, Demoranville & Smith, 2003). Hence creating high quality service is essential to the success of any hotel.

Although service quality has been identified as a key factor for hotels’ success, delivering quality service is still one of the major challenges facing hotel managers in the 21st century (Lazer & Layton, 1999). This challenge is determined by two major reasons.

First, service has unique features, which include intangibility (Bateson, 1977; Lovelock, 1981), heterogeneity (Booms & Bitner, 1981), and inseparability (Carmen & Langeard, 1980) between production and consumption. In the hotel context, service is delivered by frontline employees who serve customers on a face-to-face basis. How employees interact with customers determines to a great extent how customers perceive the service quality. Due to each individual employee’s uniqueness in terms of personality,

attitudes and skills, the quality of service that employees deliver can hardly be consistent. Additionally, hotel service is a highly interactive process, and both employees' and customers' physical well-being and moods could influence the service experience. Therefore, even the same employee's service performance may fluctuate from time to time and vary from one customer to another.

Second, as people have become more aware of the importance of service, hotel guests have become more difficult to be satisfied. According to Zeithaml (1987), customers' perceived service quality is resulted from a comparison between the services they received and the expectations they hold. When the service experience meets or exceeds the customers' expectations they feel satisfied; if not, they feel dissatisfied. A satisfied experience will raise a customer's expectations, which however, makes it more difficult to satisfy the customer in next service circumstance. As more hotels start to realize the importance of service quality, and the competition among hotels becomes fiercer, today's customers have more choices and stronger bargaining power than ever before. Therefore, it is becoming more difficult to satisfy customers if hotel employees do only what is required by the job description. Rather, excellent services require employees to go above and beyond the job description in order to exceed customers' expectations.

A second challenge that faces the hotel industry today is the high employee turnover, which puts additional pressure on hotels to provide good service to customers. The hotel industry is a labor intensive industry, which is characterized as offering low payment and a heavy workload (Petrillose, 1998). As a result, the employee turnover rate is extremely high. According to a study conducted by the American Hotel and Motel

Association (Mehta, 2005), the annual employee turnover rate in the American hotel industry ranged from 60% to 300%. The cost of high employee turnover averages about \$6,000 per frontline employee and almost \$10,000 per management level employee (Tracey & Hinkin, 2006). The high turnover rate of hotel employees is not only costly to a hotel, but also could harm the service quality of the hotel. This is because the loss of skilled employees leads to increased workload for the remaining employees and they may not be able to maintain a high level of service as they used to provide. In addition, it takes time to train the newly hired employees to be familiar with the service processes and industry expectations. As a result, high employee challenges hotels to maintain high quality service.

As mentioned above, delivering quality service and retaining qualified employees are the two major challenges facing the hotel industry today. Meanwhile, there are always “good soldiers” in the hotels, who do not mind going above and beyond their job duties in order to satisfy customers. From these people, managers and researchers see the hope of overcoming these challenges. These “good soldiers” could be a front office agent who serves the customers with special care because the customer is sick; a housekeeper who helps a new housekeeper to finish her assigned rooms; a restaurant waitress who helps to store the leftover food in the refrigerator, to name a few. All these examples are employees who perform organizational citizenship behavior.

Organizational Citizenship Behavior: Research and Debates

Organizational Citizenship Behavior (OCB) refers to individual contributions in the workplace that go above and beyond role requirements and contractually rewarded job achievements (Bateman & Organ, 1983; Smith, Organ & Near, 1983). OCBs are beneficial to all organizations but especially to hotels where satisfying the customers requires meeting and exceeding customers' expectations on a constant basis. If all employees could perform OCBs, delivering high quality service and satisfying customers would no longer be a challenge. In addition, if a hotel employee does not mind performing OCBs, it may imply that the job is more important to the employee than to others who just fulfill the basic requirements. It may also imply that this employee has higher intention to stay with the hotel. Therefore, by identifying factors that influence employees' motivation to perform OCBs, it may help to retain valuable hotel employees.

However, not all hotel employees are willing to go "above and beyond" the call of duty. The question, then, is what motivates hotel employees to engage in OCBs? Over the past two decades, researchers have been trying to find the answer(s) to this question. Demographic factors (Ford & Richardson, 1994), personality traits (Konovsky & Organ, 1996; Elanain, 2007), attitudinal factors (Bateman & Organ, 1983), and contextual factors (Chonko & Hunt, 2000; Baker, Hunt & Andrews, 2005) have all been investigated as to their relationship with employees' OCB. In recent years, OCB researchers started to integrate environmental/organizational factors and attitudinal/personal factors, to examine how those factors could influence employees' OCB performance jointly (e.g. Tan & Tan, 2008; Bowler & Brass, 2006). Researchers tended to believe that OCB is a

complex type of behavior that can be influenced by organizational factors, social environmental factors and personal traits.

Although many factors have been taken into account for employees' OCB motivation, agreement towards the motivational mechanism of OCB is still to be determined. As suggested by Eastman (1994), similar behaviors can be motivated by very different factors, and this also applied to the motivational mechanism of OCB. There is some debate on the nature of OCB. Traditionally OCB has been defined and considered as a more altruistic behavior, while many later researchers have started to think it as a more egoistic behavior. A large group of researchers thought that social exchange is a major motivation for OCB (e.g. Organ et al., 2006; Euwema, Wendi & Emmerik, 2007). Two types of social exchanges have been studied and gained empirical support, including social exchange between leaders and members, and social exchange between coworkers. However, another group of researchers, such as Bolino and Turnley (1999) proposed that impression management should be considered a major motivation for employees to engage in OCB and social exchange and personality/dispositional factors should be regarded as traditional motivations of employees' OCB.

This debate continues and has become even more complicated when we take culture into consideration. Culture is defined as the sum of learned beliefs, values and customs that create behavioral norms for a given society (Yau, 1995). People from different culture may behave quite differently when facing similar situations. Similarly, the same behavior could also be motivated by different factors for people from different cultures. As suggested by Brockner (2003), certain theories developed in the United States (US), such as the social loafing theory and the attribution theory, failed to gain

support in collectivism oriented countries. Since Bolino and Turnely's (1999) study and most of the previous studies on OCB were conducted in the countries that have been labeled as individualism oriented, would the findings on OCB still hold true in countries that are more collectivism oriented? When taking culture context into consideration, which type of OCB motivation (e.g. personal traits, social exchange and impression management) is the dominate motivation of OCB? Can they be properly integrated? Are motivations of OCB culturally specific and are certain motivations more prominent in certain cultures, while others not?

Problem Statement

A review of previous literature shows that there is a need to fill in the theoretical gap as well as the practical gap of the study on OCB. The theoretical gap of OCB study is reflected from the following three aspects. First, there is still a disagreement on the motivational mechanism of OCB. Questions such as “What is the major motivation of OCB? Is OCB motivation culturally specific?” are still unanswered. Second, little research has been done to investigate both the antecedents and consequences of OCB in the same model. Existing research mainly focuses on only either the antecedents or consequences of OCB. Third, most previous studies on the consequences of OCB focused on the organizational level, while little attention has been paid to OCB’s influence to employees themselves.

In addition, there is a need to fill in the practical gap of OCB studies in the hospitality setting. Despite OCB’s popularity in the organizational behavior and management disciplines, little research has been conducted in the hospitality discipline, especially in the hotel context. Yet such studies would be very helpful, because OCB seems to be the possible solution for the two challenges that are facing the hotel industry--constantly exceeding customers’ expectation by providing quality services and retaining qualified employees who deliver high quality service. Maintaining high quality service by constantly exceeding customers’ expectation is essentially important in the hotel industry. To ensure customer satisfaction, hotel employees need not only perform tasks required by job descriptions, but also need to perform OCBs from time to time. Therefore, identifying factors motivating and influencing hotel employees’ OCB is very important. Retaining

employees is another challenge for the hotel industry. Researchers have found that there is a negative relationship between employees' OCBs and their turnover intention (e.g. Chen et al., 2002). One possible explanation is that OCBs, such as the helping behaviors and courtesy, could enhance group attractiveness and cohesiveness, thus it could help to decrease voluntary turnover (George & Bettehause, 1990). Therefore by encouraging hotel employees to engage in OCB, it might help hotel managers to solve the two challenges that face the hotel industry.

Purpose of the Study

There are two major purposes of this study.

1. To develop and build a theoretical structural model of the motivational mechanism of hotel employees' OCB, integrating both the antecedents and consequences of OCB. The proposed model integrates social exchange, impression management, perceived level of empowerment and personal traits as the antecedents, and workplace social inclusion, continuance commitment, positive emotion and intention to stay as the consequences.

2. To empirically test the theoretical model and the relationships among the constructs in the context of hotels, aiming to provide implications for hotel managers to effectively motivate employees to perform OCB and to retain the employees. The study takes the cross-cultural perspective and the model was tested both in the United States and China.

Objectives of the Study

Specific objectives of the study include:

1. To examine the structural relationships of the antecedents and consequences

of hotel employees' OCB. Specifically:

- To find out the relationships between the three types of social exchanges (leaders, coworkers and customers) and the three types of OCBs (OCB-O, OCB-I and OCB-C);
- To find out the relationships between impression management and employees' OCBs;
- To find out the relationships between certain personality traits (conscientiousness and empathy) and employees' OCBs;
- To find out the relationships between empowerment and employees' OCBs;
- To find out the relationships between employees' OCBs and employees' positive emotion, workplace social inclusion, continuance commitment and employees' intention to stay with the current organization.

2. To examine the moderating effects of several constructs on the proposed relationships. Four moderators, culture, individualism-collectivism

orientation, impression management and empowerment, were included in order to find out:

- If culture moderates the proposed relationships;
- If individualism-collectivism orientation moderates the proposed relationships;
- If impression management moderates the proposed relationships;
- If empowerment moderates the proposed relationships.

Significance of the Study

OCB has been a popular topic in organizational behavior research for about three decades. Conducting a study in the hotel setting with a focus at the individual employee level is significant and meaningful from both theoretical perspective and practical perspective.

Theoretical Contribution

This study is expected to make four major contributions to the existing theory on OCB. First, there are still inconsistencies in the dimensionality of the construct OCB. Although OCB has been generally considered as a multidimensional construct, no agreement has been achieved on the dimensionality of OCB. Traditionally, researchers categorized the dimensions of OCB by the nature of each individual dimension (e.g. Organ, 1988). Later, researchers started to categorize OCB based on their targets of performance. Williams and Anderson (1991) identified the underlying dimensions of OCBs as OCB-O (to organization) and OCB-I (to co-workers). Bettencourt and Brown (1997) identified three dimensions of OCB, which included extra-role customer service, role-prescribed customer service and cooperation. These effort made by previous researchers (Williams & Anderson, 1991; Bettencourt & Brown, 1997) provides a theoretical basis for separating service-oriented OCBs (OCB-C) as an independent dimension of OCB. However, no one has tried to integrate the three types of OCBs (OCB-O, OCB-I and OCB-C) in the same model. Doing this is very meaningful for the

service industry (such as the hotel industry) because the major product is service and creating satisfied customers relies, to a great extent, on employees' cooperative efforts in performing OCBs, especially OCBs to customers (OCB-C).

Second, many researchers have applied the social exchange theory in the study of OCB (e.g. Hofmann, Morgeson, & Gerras, 2003; Cropanzano & Mitchell, 2005). However, according to the knowledge of the author, none of the previous studies looked into the interactions between customers and employees and treated those interactions as a process of social exchange. This new perspective is important because customer service is the major function for hotel industry and service-oriented OCBs are essentially important for the successful functioning of hotels.

Third, relatively fewer studies looked into the consequences of OCB. Previous studies focused more on OCBs' influence at the organizational level or on the customers' side. Less attention has been focused to look at how the performance of OCB would influence employees themselves. This study attempts to test several consequences of OCB at the individual employee's level, such as workplace social inclusion, positive emotion, continuance commitment and intention to stay.

Fourth, studies have shown that some theories are culturally specific. Therefore, this study tests culture's moderating effects on the proposed relationships. As culture is a multidimensional construct, besides using culture in the holistic sense as a moderator, this study also uses one dimension of culture, which is the individualism-collectivism orientation, as the moderator. All the proposed relationships are tested. In addition, this study also tests if the level of impression management motivation and level of perceived

empowerment have moderating effects on the proposed relationships. Therefore, by considering the moderating effects, this study would provide a more complete picture of the motivational mechanism of OCB in various contexts, thus contributing to the existing literature of OCB.

Practical Contribution

This study is expected to make two major practical contributions to the hotel industry. First, providing quality service and constantly exceeding customers' expectation have become a required practice in the hotel industry. OCBs are behaviors that are "above and beyond" the formal job requirements and are good for the effective functioning of the organization. Therefore, if more employees can perform various types of OCBs, it would be easier for the hotel to maintain high quality service and create satisfied customers.

Second, the high employee turnover is a major challenge for the hotel industry. If an employee would like to exceed his/her job duties on a constant basis, it may imply that the employee has higher commitment with the organization. Therefore, the employee's turnover intention could be lower. In addition, if more employees engage in OCBs, it makes the hotel a more attractive place to work at. This in turn could reduce employee turnover. By identifying the mechanism that motivates employees' OCB, we may provide practical suggestions to hotel managers on how to retain hotel employees.

Therefore, if hotel managers could figure out what motivate employees to perform OCBs, they can take proactive steps to encourage employees to perform OCBs. As a result, both of the two challenges might be properly solved.

Organization of the Dissertation

This dissertation is organized into five chapters. Chapter One provides an introduction and overview of the importance of hotel employees' organizational citizenship behavior, and explains why it is important to conduct a study with a proposed model to understand the motivational mechanism of hotel employees' OCB in a cross-cultural context. Chapter Two reviews the literature on the concept of OCB, egoistic and altruistic motivations, theory of social exchange, impression management and personality traits, and also presents the conceptual model as well as hypotheses that guided the study. Chapter Three describes the research methodology, including the research design, instrument development, sampling method and data analysis. Chapter Four reports and discusses the findings. The results of the Confirmatory Factor Analysis of the three dimensional framework of OCB are assessed and the results of both the Confirmatory Factor Analysis and Structural Equation Modeling are discussed for the full motivational mechanism model of OCB. All hypotheses are tested and the moderating effects of four moderators are assessed. Chapter Five presents the conclusion, the theoretical and managerial implications, limitations and suggestions for future research.

CHAPTER II

REVIEW OF LITERATURE

This section provides a background for the study. The concept of Organizational Citizenship Behavior is introduced, which includes how it is originated and developed as well as its dimensionality.

Building on previous literature, this study proposes a three-dimensional framework of OCB specifically for the hotel (and other service-oriented) industry. A justification of the validity as well as meaningfulness of this framework is provided.

This section also reviews previous literature on the motivational mechanism of OCB, and proposes the altruistic and egoistic motivational mechanism of OCB. Several altruistic motivations as well as egoistic motivations are integrated in the model.

The Concept of Organizational Citizenship Behavior

Definition

It has been almost three decades since the term Organizational Citizenship Behavior (OCB) was introduced by Organ and Organ's colleagues (Bateman & Organ, 1983; Smith, Organ & Near, 1983). Similar concepts of OCB, however, can be traced back to Barnard (1938)'s "willingness to cooperate" and Katz (1964)'s "innovative and spontaneous behaviors" that go beyond role prescription. Organ (1988) defined OCB 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" (p.4). This definition implies that OCBs have three characteristics: 1) discretionary in nature, which means that the behavior is not an enforceable requirement, but rather, a personal choice; 2) not directly or explicitly rewarded within the context of the organization's formal reward structure, which means that the potential rewards of performing OCB is not guaranteed; and 3) important for the effective and successful functioning of an organization, which means that OCBs could influence organizational performance in a positive manner.

A clear concept is important because a concept contributes to the systematization of knowledge by facilitating the formulation of general laws or theoretical principles (Hempel, 1965). However, discrepancies still exist in the conceptualization of OCB after two decades' development.

Discrepancies first exist in what kinds of behaviors should be considered as OCB. For example, Organ (1997) found that most studies define OCB as extra-role behavior. Eastman and Pawar (2005) suggested that OCB is just one type of extra-role behavior, while a broader framework of extra-role behaviors should include OCB, Political Behaviors and Negative Behaviors. On the other hand, Jolly (2003) proposed that a broader definition of OCB should include both role-prescribed and extra-role behavior as long as these behaviors are beneficial to the effective functioning of the organization. In addition, people in different position levels of the organization may have different opinions on what behaviors should be considered as OCB. For instance, Lam, Hui and Law (1999) found that supervisors and subordinates have different scopes on what behaviors should be considered as job duties and what behaviors should be considered as OCBs. As a result, behaviors that fall into the category of OCB from subordinates' perspective may be regarded as part of the job requirements from the supervisors' perspective.

Despite the discrepancies in the conceptualization of OCB, Organ's (1988) definition of OCB is the most widely accepted and applied one. In response to those discrepancies, Organ further elaborated the three characteristics of OCB in 1997 as follows:

By *discretionary*, we mean that the behavior is not an enforceable requirement of the role of the job description that is the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable (Organ, 1988, p. 4).

Our definition of OCB requires that it not be *directly or formally* recompensed by the organization's reward system.....OCB must be limited to those gestures that are utterly and eternally lacking in any tangible return to the individual?...Not necessarily. Over time, a steady stream of OCB of different types...could well determine the impression that an individual makes on a supervisor or on coworkers. That impression, in turn, could influence the recommendation by the boss for a salary increase or promotion. The important issue here is that such returns not be contractually guaranteed (Organ, 1988, p. 5).

Finally, it was required that OCB contains only those behaviors that, in the aggregate, across time and across persons, contribute to organizational effectiveness. In other words not every single discrete instance of OCB would make a difference in organizational outcomes (Organ, 1997, p 87).

Considering the wide acceptance as well as profound influence of Organ's definition, this study uses Organ's (1988) definition of OCB, and considers OCB 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" (p.4).

The Dimensionality of OCB

Perspectives on the dimensionality of OCB also went through considerable development. Although researchers hold different views regarding the dimensionality of

OCB, they generally agree that OCB is a multidimensional construct (e.g., Graham, 1989; Moorman & Blakely, 1995; Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter, 1990; LePine, Erez & Johnson, 2002).

From the way that the dimensions of OCB are distinguished, two approaches are identified based on a review of previous literature (Table 1): 1) Categorizing OCB dimensions based on the nature of OCB (e.g. Organ, 1988); 2) Categorizing OCB dimensions based on the targets of OCB (e.g. Williams & Anderson, 1991; Bettencourt & Brown, 1997).

For the first approach, Organ's (1988) proposed a five-dimension framework of OCB, which so far is the most widely used framework of OCB. The popularity of this five-dimension framework, as suggested by LePine, Erez and Johnson (2002), was due to three reasons. First of all, Organ's framework has a relatively longer history, and there are a large number of articles and books published based on the five-dimension frameworks. Second, Podsakoff et al. (1990) provided a sound measurement of Organ's five-dimension framework of OCB, and this measurement scale was widely applied in many empirical studies (e.g. MacKenzie, Podsakoff, & Fetter, 1991; Moorman, 1993). Third, OCB scholars generally assumed that in the long run, the behavioral dimensions are beneficial across situations and organizations (Organ, 1997).

These five dimensions identified by Organ (1988) included:

(1) Altruism: May also be considered "Helping" behaviors, meaning being selflessness and concern for the welfare of others. Examples include helping others who

have been absent, or helping others who have very high workload. It should be noted that the target of helping behaviors is a person (Organ, et al., 2006).

(2) Conscientiousness: Could be easily described as responsible. Examples include obeying company regulations even when no one is watching and not taking extra breaks.

(3) Sportsmanship: Usually refers to the attitude of choosing not to do negative things (Organ et al., 2006). Examples include not complaining about trivial matters, and focusing on the positive rather than the negative side.

(4) Courtesy: This includes actions that help prevent problems from occurring, or taking actions in advance to mitigate the problem (Organ, 1988). Examples include: Notifying others in advance about actions that may bring inconvenience and trying to prevent problems with coworkers from happening.

(5) Civic virtue: This describes a posture of “responsible, constructive involvement in the political or governance process of the organization” (Organ, et al., 2006, p. 24). Examples include attending meetings that are not mandatory and keeping up with the changes in the organization.

Besides the generally accepted five-dimension framework of OCB, researchers also identified additional dimensions. For example, “Loyalty” was identified as one additional dimension of OCB (George & Brief, 1992; Graham, 1989). Examples of Loyalty behaviors include saying good things about the organization when chatting with potential employees and customers or showing pride about working for the organization. Katz (1964) suggested that “Self-development” and “Protecting the Organization” were

also important dimensions of OCB. Self-development refers to actions people take to broaden their work-relevant skills and knowledge. Protecting the Organization refers to taking the initiatives to notice and correct conditions that may potentially harm the organization.

Different from the first approach, the second approach categorized OCB dimensions based on the targets of OCBs. This approach was initiated by Smith, et al. (1983), who conducted a factor analysis on the attributes of OCBs, and generated two factors, including “Altruism” and “Generalized Compliance”. Altruism behaviors were performed to individuals within an organization. It refers to behaviors that were intended to help a specific person in a face-to-face situation. General Compliance behaviors were performed to the organization, and refer to impersonal behaviors that are compliant with norms of the organization.

Following this perspective, Williams and Anderson (1991) further clarified that OCB should be regarded as a two dimension construct, namely, 1) OCB-O, which refers to OCB that benefits the organization in general. 2) OCB-I, which refers to OCB that directs primarily to individuals (employees) within the organization.

The two approaches of categorizing OCBs, however, were internally correlated with each other. The OCB-O dimension actually has three sub-dimensions from Organ’s (1988) framework, including Conscientiousness, Sportsmanship and Civic Virtue. The OCB-I dimension, similarly has Altruism and Courtesy as its sub-dimensions from Organ’s (1988) framework.

For the past decades, the majority of research on OCB was conducted in organizations, where customer service was a major component of the organizations' daily operation. Borman and Motowidlo (1993) suggested that traditionally identified OCBs might be more appropriate for certain types of organizations than others, and service-oriented organizations might have special requirements on dimensions related to dealing with customers and representing the organization to outsiders.

In the service-oriented industry, such as the hotel industry, customer services are important activities that frontline employees perform on a daily basis. Therefore, the targets of citizenship behaviors that service employees perform may be different compared with other organizations. Therefore, researchers suggested customer-oriented citizenship in service-oriented organizations (e.g. Borman & Motowidlo, 1993; Podsakoff & MacKenzie, 1997).

In response to this knowledge gap, Bettencourt and Brown (1997) identified three dimensions of service-oriented OCBs, which included Extra-role Customer service, Role-prescribed Customer Service and Cooperation, all of which were citizenship behaviors towards customers. The importance of treating service-oriented OCBs separately was also supported by Bettencourt and Gwinner (2001), who combined previous OCB measurement (Mackenzie, Podsakoff, & Fetter, 1993; Moorman & Blakely, 1995) and service quality measurement (SERVQUAL) (Parasuraman et al., 1988) to develop a three-dimension service-oriented OCB measurement scale. The three dimensions of service-oriented OCB include: Loyalty, Service Delivery and Participation. Since service-oriented OCBs are performed to customers, we name this type of OCB as OCB-C

(C represents customers), using the second approach of categorizing the dimensions of OCB.

Table 1. Two Approaches on Categorizing OCB Dimensions

OCB Dimensions Categorized by Nature		
Author(s)	Year	Dimensions of OCB
Organ	1988	Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue
Van Dyne and Ang	1998	Social Participation, Loyalty, Obedience, Functional Participation
Morrison	1996	Altruism, Conscientiousness, Sportsmanship and Involvement, Keeping up with Changes
Van Scotter and Motowidlo	1996	Interpersonal facilitation, Job Dedication
Katz	1964	Self-development and Protecting the Organization
George and Brief	1992	Loyalty
Graham	1989	Loyalty
OCB Dimensions Categorized by the Target of Behavior		
Author(s)	Year	Dimensions of OCB
Smith et al.	1983	Altruism: behaviors directly intended to help <u>a specific person</u> in face-to-face situation; General Compliance: impersonal behaviors targeted to <u>organization</u> , such as compliance with norms.
Williams and Anderson	1991	OCB-I: OCB that directed towards individuals, altruism and courtesy fit in this category; OCB-O: OCB that directed towards organization, sportsmanship, civic virtue and conscientiousness fit in this category.
Bettencourt and Brown	1997	Service-oriented OCB , which include extra-role customer service, role-prescribed customer service and cooperation. Can be regarded as OCB-C (OCB towards customers).
Bettencourt, Gwinner and Meuter	2001	Service-oriented OCB , which include three dimensions: Loyalty, Service Delivery and Participation. Can be regarded as OCB-C (OCB towards customers).

Justification of the OCB-O, OCB-I and OCB-C Framework

Customer service is the most important duty for hotel frontline employees. Hotel employees need to try their best to deliver quality service and create satisfied customers. Due to the unique nature of hotel jobs, traditionally identified OCBs may not be able to address the importance of services. Historically, relatively fewer researches have been conducted in the hospitality settings empirically (especially in the hotel settings), where service is a major product. Therefore, lack of studies in service-oriented organizations led to the under-identification of the OCB-C dimension.

Fortunately, researchers started to realize the unique features of service organizations and those features' impact on OCB dimensions. Specifically, Borman and Motowidlo (1993) suggested that service-oriented organizations should have special requirements on OCB dimensions that related to customers. The need to treat OCB-C as a separate dimension of OCB was thus identified in service-oriented organizations.

Separating OCB-C as an independent dimension was not only determined by the unique features of service organizations, but also gained theoretical support. Previous researchers have used the targets of OCBs to categorize the dimensions of OCBs (e.g. Williams & Anderson, 1991). OCB-O and OCB-I have been identified, widely applied, and have been proven as valid and reliable constructs in various studies (e. g. Moorman & Blakely, 1995). In addition, previous researchers also have noticed the importance of service-oriented OCBs, and OCB-C has been identified and tested as a valid construct (Bettencourt & Brown, 1997; Bettencourt, Gwinner, & Meuter, 2001). The efforts made by previous researchers built a sound theoretical foundation for incorporating OCB-C into the existing OCB-O and OCB-I framework of OCB.

From a practical perspective, the hotel industry is known as the people's industry, because in hotels, people serve people. Researchers found that human factors, such as employees' attitudes, friendliness and skills are determinant factors to the formation of customers' perception towards service quality (e.g. Parasuraman, Zeithaml, & Berry, 1985; Stevens, Knutson, & Patton, 1995; Wall & Berry, 2007). Also, the long term success of a hotel relies greatly on constantly exceeding customers' expectation. To exceed customers' expectations, hotel employees need to perform above and beyond the job description, in other words, to perform OCBs to customers.

In addition, hotel employees also need to interact and closely cooperate with coworkers and supervisors, as teamwork is very important in creating successful service experiences for hotel customers. For example, in order to clean a hotel room in a shorter time, the cooperation between two housekeepers is necessary; the cooperation between front-of-the house employees and back-of-the house employees is also critical to the effective functioning of any hotel. As a result, hotel frontline employees need to perform OCBs to coworkers (OCB-I) and also to the organization (OCB-O) constantly. Therefore, using the three-dimension framework of OCB (OCB-O, OCB-I and OCB-C) seems to be more appropriate as well as more meaningful in the hotel setting.

Although no previous research has attempted to combine the three dimensions (OCB-O, OCB-I and OCB-C) in a single study, each of the three dimensions has received substantial support both conceptually and empirically (Williams & Anderson, 1991; Bettencourt & Brown, 1997; Bettencourt, Gwinner & Meuter, 2001). In addition, potential benefits could be achieved by treating the three dimensions of OCB as independent latent construct, which is, but not limited to, gaining a more specific

understanding of the antecedents and consequences of each type of OCBs. This is especially useful for studies adopting a social exchange perspective, because the exchange with different groups may result in OCBs towards that specific group. For example, social exchange with co-workers may influence the employee's OCB to coworkers (OCB-I) but not OCB to customers (OCB-C). Similarly, social exchange with customers may influence employee's OCB to customers (OCB-C), but may not influence OCB to coworkers (OCB-I).

Egoistic versus Altruistic Motivation

A large portion of previous literatures focused on identifying the antecedents and consequences of OCB (Coyne & Ong, 2007). Examples of previously identified antecedents of OCB include job satisfaction (Organ & Lingl, 1995; Smith et al., 1983), leadership support (Smith et al., 1983) and organizational commitment (O'Reilly & Chatman, 1986; Williams & Anderson, 1991). In addition, certain personality traits are believed to be related to certain dimensions of OCB. For example, conscientiousness was identified as the best predictor of OCB among the Big-five personality dimensions (e.g. Tan & Tan, 2008). On the consequence side, most studies focused on OCB's influences at the organization level. For example, MacKenzi et al. (1991 & 1993) found that employees' OCBs can increase the efficiency of an organization by enhancing co-worker or managerial productivity, which is achieved by reducing the need to devote scarce resources to maintenance functions (Organ, 1988), or by coordinating the activities of work groups (Smith et al., 1983).

Despite the popularity of OCB research, researchers have attempted to answer the question of why employees engage in OCB. Among the researchers that have attempted to do that, various theories have been proposed to explain the motivational mechanism of OCB. Some researchers claimed that OCB is self-serving, such as using OCB as means of impression management (e.g. Bolino & Turnley, 1999), others researchers believed that OCB is generated due to the obligation from social exchange (e. g. Eisenberger, Huntington, & Sowa, 1986). In Eastman's (1994) studies on the attribution approach to ingratiation and OCB, he suggested that similar behaviors may have different motives

underline them. This explains why different theories and motivations have been proposed to describe the phenomenon of OCB. In 1991, Batson introduced the *theory of altruistic and egoistic motivation*, which seems to be a sound theoretical explanation of the motivational mechanism of OCB. Yuan (2006) empirically tested this framework and found that altruism and egoistic motivations were both important drivers for OCB. In the following text, a brief description of theory is provided.

Auguste Comte (1798-1857) was the pioneer who differentiated *altruism* and *egoism*. Comte considered *altruism* and *egoism* to be two distinct motives of an individual. He defined *egoism* as the impulse to seek self-benefit and self-gratification, while *altruism* is an unselfish desire to live for others. Batson (1987) further defined *egoistic motivation* as motivation that is stimulated whether by seeking reward and avoiding punishment, or by the desire to reduce an individual's own unpleasant emotional arousal that rises from perceiving another person in need. *Altruism motivation*, on the other hand, is an ethical doctrine that individuals have a moral obligation to help, serve, or benefit others, and necessary at the sacrifice of self interest.

According to Auguste Comte (1798-1857), *altruism* calls for living for the sake of others. People may hold different beliefs and values in their work and life, but the key in distinguishing *egoistic* motivation and *altruistic* motivation is whether the ultimate goal is self-serving. If the behavior is for serving self-interest, it is *egoistic*; if it is for another's welfare, it is *altruistic*.

Egoistic Motivations of OCB

Applying the concept of altruistic and egoistic motivations of human behaviors to the context of OCB motivations, several previously identified motivations for OCB fall into the category of egoistic motivation (Yuan, 2006). Examples include impression management (Bolino & Turnley, 1999; Rioux & Penner, 2001), and social exchange (Blau, 1964; Eisenberger et al., 1986). Impression management is considered as egoistic motivation because the ultimate goal of impression management is to build or rebuild self-image, which is a self-serving purpose. Social exchange motivation is also considered as egoistic motivation, because social exchange involves unspecified future returns, which also falls into the self-serving purpose.

The following text described two egoistic motivations of OCB, including social exchange with three workplace groups and impression management.

Social Exchange

Theory of Social Exchange

The social exchange theory grew out of the disciplines of economics, psychology and sociology. It was developed to understand the social behaviors of people in economic settings (Homans, 1958). According to Homans (1958, p. 606), who is the initiator of social exchange theory:

“Social behavior is an exchange of goods, material goods but also non-material ones, such as the symbols of approval or prestige. Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them.”

Blau (1986) defined social exchange as voluntary actions of individuals that are motivated by the returns they are expected to bring from others, and that social exchange forms relationships that entail unspecified future obligations. Similar to economic exchange, social exchange generates an expectation of some future return for contributions; however, unlike economic exchange, the exact nature of that return is unspecified. Furthermore, social exchange does not occur on a quid pro quo or calculated basis, but based on individuals' trusting that the other side of the exchanges would fairly fulfill their obligations in the long run (Holmes, 1981).

The fundamental difference between the economic exchange theory and social exchange theory is the way persons or organizations are viewed. The economic exchange theory views a person as dealing not with another person but with a market; while the social exchange theory views the exchange relationship between specific persons as actions contingent on rewarding reactions from others (Blau, 1964). The social exchange theory explains how we feel about a relationship with another person based on our perceptions of: 1) The balance between what we put into the relationship and what we get from it; 2) The kind of relationship we deserve; 3) The chances of having a better relationship with someone else.

The social exchange theory has been widely applied to explain the various phenomena and processes that occur in organizations (e.g. Tsui, Pearce, Porter, & Tripoli, 1997; Tsui & Wu, 2005; Van Dyne & Ang, 1998). For example, the social exchange theory has been used to explain the relationship between employees and the organization (Tsui et al., 1997; Van Dyne & Ang, 1998). Employers utilizing the social exchange approach seek a long-term relationship with employees and show concern about employees' well-being and career development. From the employees' side, if employees are treated with respects and concern, they would be more likely to engage in OCBs as a return of positive social exchange with the organization and leaders (Cho & Johanson, 2008). Researchers also found that leader and supervisor support led to employees' citizenship behavior because a social exchange relationship was developed between employees and their leaders (supervisors) (Organ, 1988; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Similar findings were also discovered in the context of coworkers' social exchange and support (Ilies, Nahrgang, & Morgeson, 2007; Rhodes & Eisenberger, 2002).

In the hotel setting, frontline employees could have social exchanges with three groups of people, namely leaders, coworkers and customers. Based on previous research on social exchange, the three types of social exchanges are named as: 1) Leader-member exchange; 2) Coworkers exchange; 3) Customer-employee exchange. Among the three types of social exchange, leader-member exchange has received a lot of attention from researchers, while relatively less attention has been paid to the social exchange processes between coworkers, and between employees and customers. Yet such attention is desired and important especially for the hotel industry, for at least two reasons. First, hotel

employees are not working independently. Rather, the creation of high quality services and customer satisfaction relies greatly on the cooperative and supportive teamwork of hotel employees. Therefore, many interactions between coworkers happen in the process of customer services, such as helping a coworker with heavy workload and helping to train a new employee in service skills. These helping behaviors are examples of OCBs towards coworkers (OCB-I). Second, customer service is the most important task for hotel employees. Customers are not negative recipients of the service. Rather, they are actively involved in it. Therefore, the success of the service experiences relies greatly on the active participation of customers. For example, a polite customer may influence a hotel employee's mood and service attitude. This in turn may influence the employee's service performance, in which the employee may be more willing to go above and beyond his/her job duties and perform OCBs to customers (OCB-C) in order to create high quality services.

Therefore, a lot of interactions are going on among coworkers, customers, leaders and the hotel frontline employees in the customer service processes. In the following text I describe in detail the three types of social exchanges and how they relate to the three dimensions (OCB-O, OCB-I and OCB-C) of OCB.

Social Exchange with Leaders/Supervisors and OCB-O

Leader-member Exchange (LMX) theory was built upon the role-making theory and social exchange theory. Leader-member Exchange theory proposes that leaders distribute the finite resources to their subordinates differentially (Gerstner & Day, 1997).

As the quality of the Leader-member Exchange relationship matures, it moves from a predominantly economic exchange, where self-interest prevails, to a social exchange where mutual and collective interests dominate (Jiao, 2006). In high quality Leader-member Exchange, the importance of affective-based motivations in social exchange increase, while the cognitive motivations diminish (Liden et al., 1997). When high quality social exchanges happen between leaders and subordinates, there is a perceived obligation on the part of subordinates to reciprocate high-quality relationships (Blau, 1964; Gouldner, 1960). One way to reciprocate these relationships is by enlarging their roles so that they extend beyond normal role requirements and perform OCBs (Hofmann et al, 2003). By engaging in OCBs, subordinates in high-quality Leader-member Exchange relationships “payback” their leaders (Liden et al., 1997; Settoon et al., 1996).

OCBs are considered to be closely related to leadership. Organ et al. (2006) found positive relations between supportive leadership and different forms of OCB, because a positive social exchange relationship was developed between the employees and their supervisors.

Leadership is usually differentiated into two types: directive leadership and supportive leadership (Judge, Piccolo, & Illies, 2004; Northouse, 2004). Euwenma et al. (2007) defined directive leadership as task-oriented behavior, with a strong focus on targets, close supervision, and control of subordinates’ actions. Directive leadership is characterized as a strong tendency to control discussion, to dominate interactions, and to personally direct task completion (Cruz, Henningson, & Smith, 1999). Leaders of this style are good at time management and tend to use pressure on and close supervision to subordinates (Schmidt & Yeh, 1992). Supportive leadership, on the other hand, is

characterized by sensitivity to individual and groups' needs, caring for group tensions, and focusing on harmonic working relations (Euwema, Wendi, & Emmerik, 2007).

Therefore supportive leadership can create a climate in which members feel supported and empowered to perform their jobs. Supportive leadership communicates the message of trust, helping team members to take initiative, to reciprocate the behavior by supporting team members, and to overcome fears of criticism, all of which could foster OCBs in the organization.

Euwema, Wendi and Emmerik (2007) found that supportive leadership is positively related to OCB, while directive leadership is negatively related to OCB. Further, Konovsky and Pugh (1994) found that employees whose managers were more procedurally fair were more likely to trust their managers and as a consequence, would exhibit more OCBs.

According to the social exchange theory, "persons that get much from others are under pressure to give much to them" (Homans, 1958, p606), employees who are supported, and cared for by leaders are more likely to go above and beyond their job duties (OCBs) to contribute to the effective functioning of the organization. Therefore, the following hypothesis is generated:

H₁: There is a significant positive relationship between leader-member exchange and employees' Organizational Citizenship Behavior towards the Organization (OCB-O).

Social Exchange with Coworkers and Employees' OCB-I

According to the social exchange theory, if an employee received support and help from his/her coworker, he/she would be under pressure to give back to that specific co-worker. The pressure could be released by helping the co-worker with his/her job, or by performing other types of OCBs toward that coworker (OCB-I). Previous researchers also suggested that colleague and coworker support have a strong effect on employees' OCBs (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Specifically, coworkers' support has stronger effects on OCB-I than on OCB-O (Ilies, Nahrgang, & Morgeson, 2007; Rhodes & Eisenberger, 2002). The fact that employees perform OCBs to different targets may be due to the fact that employees are expected to have stronger reciprocate behaviors back to the source of such treatment (Scott, 2007). As a result, high quality Leader-member Exchange is more likely to generate OCB-O, while high quality coworker exchange is more likely to generate OCB-I. Therefore, the following hypothesis is generated:

H₂: There is a significant positive relationship between coworker exchange and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I).

Social Exchange with Customers and Employees' OCB-C

Sierra and McQuitty (2005) proposed that the interactions between customers and employees is not merely an economic exchange process, but can be regarded as social exchange processes. Lawler (2001) also claimed in his affection theory of social exchange that there is a social exchange between customers and employees. Customers

and employees perceive some degree of shared responsibility in the social exchange process. Therefore, although employees' roles are central for creating successful exchanges with customers, the role of customers cannot be overlooked (Sierra & McQuitty, 2005). This is also determined by the unique features of services, in which the intangibility and inseparability (Parasuraman et al., 1985) make customers' participation an important factor in determining the outcomes of service experience.

Most previous research that guided the social exchange theory focused on employee's influence on customers (Sierra & McQuitty, 2005), while limited attention has been paid to the exchange's influence on employees. According to the assumptions of social exchange, the attitudes and responses of customers could also influence employees' perceptions and behaviors. Considering the fact that employees are expected to have stronger reciprocate behaviors back to the source of such treatment (Scott, 2007), if an employee were treated respectfully by a customer, he would be more likely to perform OCBs to that customer (OCB-C). Therefore the following hypothesis is proposed.

H₃: There is a significant positive relationship between customer-employee exchange and employees' Organizational Citizenship Behavior towards Customers (OCB-C).

Impression Management

Theory of Impression Management

Impression Management refers to the process by which individuals attempt to control the impressions that others have of them (Leary & Kowalshi, 1990; Rosenfeld, Giacalone, & Riordan, 1995). People have an ongoing interest in how people perceive and evaluate them. Individuals are more likely to engage in impression management activities when they perceive (1) impressions are relevant to their goals; (2) the goals are desired and (3) there is a discrepancy between desired and current images (Leary & Kowalshi, 1990). Bolino and Turnely (1999) found that there are five tactics that individuals could use for impression management. These tactics include: (1) Ingratiation, or doing favors and using flattery in order to be seen positively by the target; (2) Self-promotion, which means emphasizing one's own accomplishments and be little of one's own failures in order to be seen as competent by the target; (3) Exemplification, which could be described as going above and beyond what is expected to be seen as dedicated by the target; (4) Intimidation, or showing power of the potential ability to punish in order to be seen as dangerous by the target; and (5) Supplication, which means promoting one's weaknesses in order to be seem as needy by the target.

Impression Management and OCB

Behaviors generated by the five tactics of impression management are very similar to OCBs (Bourdage, 2008). For example, impression management behaviors under the *exemplification* tactic includes going beyond what is expected, which is also

one important feature of OCBs (Bolino & Turnley, 1999). Also, the *ingratiation* tactic involves behaviors that are helpful in nature, which is very similar to the *helping* behaviors of OCB. Despite the many similarities, the only thing that distinguishes the two, as suggested by Ferris et al. (1992), is the intent underlining these behaviors. Impression management is self-serving, while OCBs in the aggregate could promote the effective functioning of the organizations. As suggested by Eastman (1994), similar behaviors may have different motives underlining them. Same type of OCBs could also be motivated by different motivations, such as impression management, social exchange or empathy.

Supervisors and coworkers are two groups of people that hotel employees interact with therefore, leaving good impressions to these groups are very important. This is because good impressions from those people may have potential benefits to employees, such as good image building, performance evaluation, promotion opportunity, etc. Therefore, it is very likely that employees would engage in impression management through the performance of OCBs, so the following hypotheses are generated:

H₄: There is a significant positive relationship between employees' impression management and Organizational Citizenship Behavior towards the Organization (OCB-O).

H₅: There is a significant positive relationship between employees' impression management and Organizational Citizenship Behavior towards Coworkers (OCB-I).

Altruistic Motivations of OCB

Applying the concept of *altruistic* and *egoistic* motivation of human behavior to the context of OCB motivations, certain personal traits motivation, such as empathy, (Batson, 1987) fall into the category of altruistic motivation. This is because the OCBs motivated by empathy is not self-serving in nature, but generated to meet others' needs. Similarly, conscientiousness also belonged to altruistic motivation. The following text describes the relationships between the two altruistic motivations and the three dimensions of OCB.

Empathy and OCB

Yuan (2006) suggested that empathy is the key construct in the Altruistic motivation of OCB. Empathy is defined as a “more other-oriented, emotional response elicited by and congruent with the perceived welfare of someone else” (Batson, 1987, p. 93). Feeling sympathetic, compassionate, warm, softhearted and tender are the expressions of having empathy (Batson, 1987). Perspective taking is the major predictor of empathy (Yuan, 2006). When one is taking the other person's perspective, he/she is more likely to develop empathetic feelings for that person.

Ladd and Henry (2000) proposed that empathy is positively related to employees' OCBs towards individuals. Empirical evidences also confirmed that empathy can lead to helping behaviors (or the Altruism dimension of OCB; e.g. Eisenberg & Miller, 1987). McNeely and Meglino (1994) found that empathy is positively related to OCB-I, but not

to OCB-O. However, they did not separate the individuals from organizational members and customers. Coincidentally, one dimension of service quality is also named Empathy, which is defined as the ability to provide the customer with caring and individualized attention (Parasuraman et al., 1988). If an employee has high level of empathy, he/she is more likely to perform OCBs to customers and coworkers. Therefore, the following hypotheses are proposed:

H₆: There is a significant positive relationship between employees' empathy and Organizational Citizenship Behavior towards Coworkers (OCB-I).

H₇: There is a significant positive relationship between employees' empathy and Organizational Citizenship Behavior towards Customers (OCB-C).

Conscientiousness and OCB

Personality refers to individuals' patterns of thought, emotion, and behavior that are relatively stable over time (Costa & McCrae, 1995). Empirical evidence shows that personality affects individuals' performance on the job (e.g. Barrick & Mount, 1991; Caldwell & Burger, 1998), and is good predictor for contextual performance such as OCBs (e.g., Borman & Motowidlo, 1993; Morgeson, Reider, & Campion, 2005). Of the many personality models, the Big-five personality model, proposed by Digman (1990), is the most widely applied. According to this model, there are five dimensions of personality including: extraversion, agreeableness, conscientiousness, emotional stability and openness to experience.

Researchers have consistently found that conscientiousness is the strongest predictor for employees' OCBs among all five dimensions of personality (e.g. Hogan & Holland, 2003; Organ and Ryan, 1995). Conscientiousness refers to a dependable, responsible, achievement-oriented and persistent personality trait (Barrick & Mount, 1993). Ladd and Henry (2000) found that conscientiousness is positively related to both employees' OCB-O and OCB-I. In addition, Ladd and Henry (2000) found that conscientiousness accounted for unique variance in OCBs targeted at coworkers. This may be due to the fact that people who are high in conscientiousness are more achievement-oriented, therefore, they have stronger tendency to go above and beyond the job requirements and engage in OCBs in order to do a job well. In the hotel setting, due to its unique nature, customer satisfaction is the most important goal that employees should try to accomplish through services. Therefore, it is expected that a conscientious employee would engage in more citizenship behaviors towards the customers (OCB-C). The following hypotheses are proposed:

H₈: There is a significant positive relationship between employees' conscientiousness and Organizational Citizenship Behavior towards the Organization (OCB-O).

H₉: There is a significant positive relationship between employees' conscientiousness and Organizational Citizenship Behavior towards Customers (OCB-C).

Situational Factor and OCB: Empowerment

The importance of empowerment in the effective functioning of business organizations has been well documented in the literature (Laschinger, Finegan, Shamian, & Wilk, 2004; Lampton, 2003). Empowerment is especially important in the hotel industry as hotel guests are getting more and more demanding. As a result, exceeding customers' expectations requires making exceptions from time to time. However, the realization of these exceptions relies on how hotel employees are empowered. If a hotel employee has no rights to make exceptions, even if he/she is willing, he/she is not capable to do so. On the other hand, going above and beyond may be a more common practice in hotels where employees are properly empowered. The Ritz-Carlton hotel group is a pioneer in practicing employee empowerment (Lampton, 2003). For example, a newly hired frontline employee can commit up to \$2000 of the hotel's funds to bring instant resolution to a guest's problem.

To empower literally means "to give power". Empowerment in the organization, thus, can be defined as a process where organizations or the management provide powers to employees (Sagie & Koslowsky, 2000). An empowered employee feels competent (Thomas & Velthouse, 1990), is able to make an impact on the outcome and has the autonomy to make choices (Spreitzer, 1997).

Empowerment is an important form of organizational support to employees. Organizational support has been found to be able to predict a number of organizational outcomes, including absenteeism, performance, and innovation (Eisenberger et al., 1986). Ladd and Henry (2000) found that there is a stronger relationship between organizational

support and employees' OCB-O. However, performing OCBs usually requires extra efforts and resources. In many cases, even if an employee is willing to go above and beyond what is expected, he /she may not be empowered to do so. Therefore, the level of perceived empowerment could influence the actual OCBs that employees perform.

Therefore, the following hypotheses are drawn:

H₁₀: There is a significant positive relationship between empowerment and employees' Organizational Citizenship Behavior towards the Organization (OCB-O).

H₁₁: There is a significant positive relationship between empowerment and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I).

H₁₂: There is a significant positive relationship between empowerment employees' Organizational Citizenship Behavior towards Customers (OCB-C).

Consequences of OCB

OCBs and Employees' Continuance Commitment

Organizational commitment is defined as an individual's preference to stay with the present organization (Meyer & Allen, 1997), as well as the strength of an individual's relationship and identification with the organization (Mowday et al., 1979). An employee who has high level of commitment is expected to have higher identification with the organization, and higher intention to stay with the organization. There are three dimensions of organizational commitment: affective commitment, normative commitment and continuance commitment (Meyer & Allen, 1984, 1991; Allen & Meyer, 1990, 1996). Employees with high levels of affective commitment *want to* stay with the current organization; employees with high level of normative commitment *ought to* stay with the current organization; employees with high level of continuance commitment *need to* stay with the organization.

As one dimension of organizational commitment, continuance commitment is defined as the costs associated with leaving the organization (Meyer & Allen, 1997), in which as the investment to the organization increases in terms of time and energy, the cost associated with leaving the organization also increases. As a result, the employee would have higher commitment to stay with the current organization. As OCBs are behaviors that go above and beyond job requirements and require extra effort, energy and even emotion to perform. As a result, engaging in OCBs may lead to higher continuance commitment. Since leaving the organization would result in disruption in the return of

these efforts. As a result, employees who perform more OCBs may build a stronger continuance commitment with the organization and therefore, are more likely to stay with the current organization. This is best illustrated by a romantic relationship between a boy and a girl, in which the longer the relationship lasts, the more money, time, effort and emotion is spent in building and maintaining the relationship, and the higher the cost is associated with the ending of the relationship. In addition, OCBs have positive contributions to business performance (Podsakoff & MacKenzie, 1994; 1997), which in turn, make the organization a more attractive place to work. This would further contribute to employees' continuance commitment.

Therefore, the following hypotheses regarding the relationships between the three dimensions of OCB and continuance commitment are generated:

H₁₃: There is a significant positive relationship between employees' Organizational Citizenship Behavior towards the Organization (OCB-O) and continuance commitment.

H₁₄: There is a significant positive relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and continuance commitment.

H₁₅: There is a significant positive relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and continuance commitment.

OCB-I and Employees' Perception on Workplace Social Inclusion

Workplace social inclusion refers to the extent to which employees have informal social ties with coworkers and feel as if they are socially included by others in their workplace (Randel & Ranft, 2007). As human capital is playing key roles in the success of business (Nahapiet & Ghoshal, 1998), the quality of relationships among employees determines, to a great extent, the performance of an organization. When the employees feel that they are included within the organization and have close relationships with their coworkers, they may feel it is easier to accomplish various tasks. Similar situations can also happen in the hotel industry, because the creation of customer satisfaction relies greatly on the cooperation and coordination of every employee that encounters the customers, either directly or indirectly.

Randel and Ranft (2007) found that the relationship building efforts can positively contribute to employees' perception of their workplace social inclusion. OCB as an important result of such effort can positively contribute to relationship building in the workplace (Bolino & Turnley, 1999). Therefore, the following hypothesis regarding the relationship between Organizational Citizenship towards Coworkers (OCB-I) and workplace social inclusion is proposed:

H₁₆: There is a significant positive relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and perceived workplace social inclusion.

OCB-C and Employees' Positive Emotion

Previous literature on customer and employee social exchange focuses on the exchange's influence on the customers' side only (Sierra & McQuitty, 2005), while little research has attempted to address this exchange process's influence on employees. Lawler (2001) introduced the affect theory of social exchange (Lawler, 2001), suggesting that social relationships are a source of emotions. The interactions between customers and employees could bring pleasant and positive emotions to both customers and employees. This is especially true when an employee satisfies the customer by providing exceptional services through OCBs. Since the recipient of the social exchange has stronger intention to reciprocate similar behaviors to the source of exchange (Scott, 2007), the satisfied customers would also treat the employees well, perhaps by expressing positive emotional responses or praises. Such positive feedback would further influence employees' emotions positively in the short run, while maybe in the long run becoming a foundation for relationship building between customers and employees.

Therefore, the following hypothesis regarding the social exchanges between customers and employees and its influence on employees' emotion at the workplace is proposed:

H₁₇: There is a significant positive relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and employees' positive emotion.

Social Inclusion, Positive Emotion, Continuance Commitment and Intention to Stay

In addition, Pearce and Randel (2004) found that when an employee experiences workplace social inclusion, they can accomplish their work more effectively. High workplace social inclusion can create a strong sense of belonging, which may further contribute to employees' intention to stay with the current organization (Cooper-Hakim & Viswesvaran, 2005; Allen & Meyer, 1996). Recent meta-analyses reported that organizational commitment is negatively related to employees' turnover intention (Cooper-Hakim & Viswesvaran, 2005; Meyer et al., 1997), especially when the cost associated with leaving an organization is high (high continuance commitment).

Research relating to employees' mood to the satisfaction and helping behaviors is consistent (e.g. Connolly & Viswesvaran, 2000), and suggests that positive emotion could also influence employees' intention to stay with the company. Positive moods lead to positive outcomes (Isen & Baron, 1991), and positive moods also lead to reported job satisfaction (Connolly & Viswesvaran, 2000), less turnover (Shaw, 1999), and improved performance (Wright & Staw, 2005). Therefore, the following hypothesis is proposed:

H₁₈: There is a significant positive relationship between employees' workplace social inclusion and intention to stay.

H₁₉: There is a significant positive relationship between employees' positive emotion and intention to stay.

H₂₀: There is a significant positive relationship between employees' continuance commitment and intention to stay.

Conceptual Framework

Based on the literature review, a conceptual model on the motivational mechanism including both the antecedents and the consequences of hotel employees' OCB is proposed. The conceptual model is shown in Figure 1. The motivations of OCB are categorized as: egoistic motivations, including social exchange and impression management, and altruistic motivations, including empathy and conscientiousness. The three-dimension framework of OCB was used in this model, including OCB-O, OCB-I and OCB-C. Continuance commitment, workplace social inclusion, positive emotion and ultimately intention to stay were identified as consequences of OCBs.

Moderators

Human behaviors are complex. This is especially true when people are behaving in different situations. People who have grown up in different cultures may behave differently even if in the same situation. People who have different personalities, values and motivations may also behave quite differently. This could be true with hotel employees' OCB. Those conditions under which that employees behave are called moderators in academic terminology. In this section, four moderators, Culture, Individualism-collectivism Orientation, Impression Management and Empowerment, are introduced and analyzed to see if they could potentially moderate the proposed relationships in the framework of the motivational mechanism of OCB.

Culture

Concept and Dimensionality of Culture

With the growing interest toward international trade and business, it is important for organizations and researchers to understand the similarities and differences between cultures, because many psychological and managerial principles are culturally relative (Hofstede, 1980). As suggested by Brockner (2003), certain theories that were developed in US, such as the social loafing theory and the attribution theory, failed to gain support in other cultures.

Culture, as suggested by Williams (1983), is “one of the two or three most complicated words in the English language” (p. 87). Early anthropological definitions of culture (e.g., Tylor, 1958) equated culture with socially learned ideas and behaviors. Williams (1983) provided three broad definitions for culture. Williams first defined culture as “a general process of intellectual, spiritual and aesthetic development” (1990); He then defined culture as “a particular way of life, whether of a people, a period or a group”; Finally, Williams defined culture as “the works and practices of intellectual and especially artistic activity”. Later, researchers tended to mobilize the second and third definitions of culture in practice. For example, Yau (1994) defined culture as the sum of learned beliefs, values, and customs that create behavioral norms for a given society.

One of the most widely accepted operating definitions of culture is given by Hofstede (1980), who defined culture as the collective programming of the mind that distinguishes one group or category of people from another. This definition implies that culture is a collective, not individual attribute. It is not directly visible but is manifested in behaviors. It is common to some but not to all people.

Culture has long been regarded as a multidimensional construct by researchers (e.g. Lynn, 1971; Lynn & Hampson, 1975; Lynn & Martin, 1995; Hofstede, 1980; 2001). Hofstede’s (1980; 2001) four-dimensional framework of culture is one of the most valid. According to this framework, culture has four dimensions, including (1) Power Distance; (2) Uncertainty Avoidance; (3) Individualism versus its opposite Collectivism; and (4) Masculinity versus its opposite, Femininity.

- (1) Power Distance refers to the extent to which the less powerful members of organizations accept that power is distributed unequally. This is defined from people at the lower level of power position, and it represents inequality.
- (2) Uncertainty Avoidance refers to a society's tolerance for ambiguity. Uncertainty-avoiding cultures try to minimize the possibility of unknown, surprising and unusual situations. People in uncertainty-avoiding countries are also more emotional and are motivated by inner nervous energy.
- (3) Individualism versus Collectivism refers to the degree to which individuals are integrated into groups. In Individualism-oriented societies, the ties between people are loose, while in Collectivism oriented societies, the ties are strong.
- (4) Masculinity versus Femininity refers to the distribution of emotional roles between the sexes. Hofstede (1980) found that women's values differ less among societies than men's values; and men's values vary along a dimension from very assertive and competitive to modest and caring.

Eastern versus Western Culture

Researchers (Markus & Kitayama, 1991; Nisbett, Peng, Choi, & Norenzayan, 2001) indicated that people from the Eastern culture (e.g., China, Japan and Korea) host different perceptions and cognitions compared to people from the Western culture (e.g. the United States, Canada and Australia). People from the Eastern culture and Western

culture also differ in the four dimensions of culture, and the individualism-collectivism dimension of culture is a fundamental distinction between Eastern and Western cultures (Markus & Kitayama, 1991).

Traditionally, the United States is considered as a highly individualism-oriented culture, whereas China is considered as a highly collectivism oriented-culture (Hofstede, 1980; Earley, 1989). Parsons and Shils (1951) distinguished individualism as being self-orientated and collectivism as being collectivity-oriented. An individualist would (1) consider his/her personal interests as more important than the interests of a group, (2) look out for him/herself, and (3) consider the attainment of his/her personal goals of primary importance (Earley, 1989; Wagner & Moch, 1986). A collectivist would think the opposite way.

As a representative of individualism-oriented cultures, the United States focuses on individual accomplishment and self-interest (Ho, 1976). As a representative of collectivism-oriented cultures, China emphasizes a collective orientation and discourages individual achievement (Ho, 1976). Relationships are greatly valued in collectivism-oriented societies compared with individualism-oriented societies, especially the relationships between significant groups that the individual values. As a result, in the business organization setting, this culture difference in terms of individualism or collectivism orientations may influence employees' perception of the social exchange with coworkers, supervisors and customers, because they may perceive different levels of importance of the relationships when they are holding different orientations.

Culture's Influence on the Study of OCB

Consistent findings suggest that culture plays important roles in the motivational mechanism as well as the dimensionality of OCBs. Babin et al. (2000) found that culture is an antecedent of OCBs. Researchers also suggested that the dimensions of OCBs might be different under different cultures (Farth, Earley & Lin, 1997; Law, Wong & Chen, 2007). Considering the characteristics of individualism and collectivism orientations, employees in individualism-oriented cultures who perform OCB may be motivated more by personal interest (egoistic motivation). However, employees from collectivism-oriented cultures may be motivated more by a desire to help others (altruistic motivation) over personal interests (Lindsay, 1983).

Since culture is a multidimensional constructs, in order to provide a “complete” picture of culture, this study uses both culture in the holistic sense, as well as previously defined individualism-collectivism orientations (Markus & Kitayama, 1991), as the moderators for this study.

When using culture in the holistic sense as the moderator, the following hypotheses are drawn:

M_{c1}: Culture moderates the relationship between leader-member exchange and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{c2}: Culture moderates the relationship between coworker exchange and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{c3}: Culture moderates the relationship between customer exchange and employees' Organizational Citizenship Behavior towards Customers (OCB-C);

M_{c4}: Culture moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{c5}: Culture moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{c6}: Culture moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{c7}: Culture moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Customers (OCB-C);

M_{c8}: Culture moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{c9}: Culture moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards Customers (OCB-C);

M_{c10}: Culture moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{c11}: Culture moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{c12}: Culture moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Customers (OCB-C);

M_{c13}: Culture moderates the relationship between employees' Organizational Citizenship Behavior towards the Organization (OCB-O) and continuance commitment;

M_{c14}: Culture moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and continuance commitment;

M_{c15}: Culture moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and continuance commitment;

M_{c16}: Culture moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and perceived workplace social inclusion;

M_{c17}: Culture moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and positive emotion;

M_{c18}: Culture moderates the relationship between employees' workplace social inclusion and intention to stay;

M_{c19}: Culture moderates the relationship between employees' positive emotion and intention to stay;

M_{c20}: Culture moderates the relationship between employees' continuance commitment and intention to stay.

When using individualism-collectivism orientation, one of the most important dimensions of culture, as the moderator, the following hypotheses are drawn:

M₀₁: Individualism-collectivism orientation moderates the relationship between leader-member exchange and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M₀₂: Individualism-collectivism orientation moderates the relationship between coworker exchange and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M₀₃: Individualism-collectivism orientation moderates the relationship between customer exchange and employees' Organizational Citizenship Behavior towards Customers (OCB-C);

M₀₄: Individualism-collectivism orientation moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M₀₅: Individualism-collectivism orientation moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M₀₆: Individualism-collectivism orientation moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Coworkers (OCB-I);

M₀₇: Individualism-collectivism orientation moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Customers (OCB-C);

M_{o8}: Individualism-collectivism orientation moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{o9}: Individualism-collectivism orientation moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards Customers (OCB-C);

M_{o10}: Individualism-collectivism orientation moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{o11}: Individualism-collectivism orientation moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{o12}: Individualism-collectivism orientation moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Customers (OCB-C);

M_{o13}: Individualism-collectivism orientation moderates the relationship between employees' Organizational Citizenship Behavior towards the Organization (OCB-O) and continuance commitment;

M_{o14}: Individualism-collectivism orientation moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and continuance commitment;

M_{o15}: Individualism-collectivism orientation moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and continuance commitment;

M_{o16}: Individualism-collectivism orientation moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and perceived workplace social inclusion;

M_{o17}: Individualism-collectivism orientation moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and positive emotion;

M_{o18}: Individualism-collectivism orientation moderates the relationship between employees' workplace social inclusion and intention to stay;

M_{o19}: Individualism-collectivism orientation moderates the relationship between employees' positive emotion and intention to stay;

M_{o20}: Individualism-collectivism orientation moderates the relationship between employees' continuance commitment and intention to stay.

Impression Management

Bolino and Turnley (1999) proposed that the relationships between traditional motivations, such as leader-member exchange, and citizenship behaviors were moderated by impression-management motivations because the relationships would be weaker when

the employee has stronger impression management motivation. This may be due to the fact that employees who have stronger impression management motivation aim at influencing others' impression of them through various tactics. As a result, even if they do not perceive positive social exchanges from leaders or coworkers, they may still engage in impression management activities (such as OCBs). This study proposes that impression management motivation is not isolated from other types of OCB motivations. Rather, they may have interactions. Therefore, the following hypotheses are proposed:

M_{i1}: Impression management moderates the relationship between leader-member exchange and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{i2}: Impression management moderates the relationship between coworker exchange and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{i3}: Impression management moderates the relationship between customer exchange and employees' Organizational Citizenship Behavior towards Customers (OCB-C);

M_{i4}: Impression management moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{i5}: Impression management moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{i6}: Impression management moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{i7}: Impression management moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Customers (OCB-C);

M_{i8}: Impression management moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{i9}: Impression management moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards Customers (OCB-C);

M_{i10}: Impression management moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{i11}: Impression management moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{i12}: Impression management moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Customers (OCB-C);

M_{i13}: Impression management moderates the relationship between employees' Organizational Citizenship Behavior towards the Organization (OCB-O) and continuance commitment;

M_{i14}: Impression management moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and continuance commitment;

M_{i15}: Impression management moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and continuance commitment;

M_{i16}: Impression management moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and perceived workplace social inclusion;

M_{i17}: Impression management moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and positive emotion;

M_{i18}: Impression management moderates the relationship between employees' workplace social inclusion and intention to stay;

M_{i19}: Impression management moderates the relationship between employees' positive emotion and intention to stay;

M_{i20}: Impression management moderates the relationship between employees' continuance commitment and intention to stay.

Empowerment

Although the importance of empowerment to the effective functioning of business organizations, especially to the hotels, has been well documented in literature (Laschinger, Finegan, Shamian, & Wilk, 2004; Lampton, 2003), in reality, the empowerment level in different hotels vary. Therefore, if a hotel employee has no rights to make exceptions, even if he/she is willing to, he/she is not capable to do so. In many cases, even if an employee is willing to go above and beyond, he /she may not be empowered to do so. Therefore, the level of empowerment could moderate the relationship between various OCB motivations and each type of OCB. The following hypotheses are drawn:

M_{e1}: Empowerment moderates the relationship between leader-member exchange and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{e2}: Empowerment moderates the relationship between coworker exchange and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{e3}: Empowerment moderates the relationship between customer exchange and employees' Organizational Citizenship Behavior towards Customers (OCB-C);

M_{e4}: Empowerment moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{e5}: Empowerment moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{e6}: Empowerment moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{e7}: Empowerment moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Customers (OCB-C);

M_{e8}: Empowerment moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{e9}: Empowerment moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards Customers (OCB-C);

M_{e10}: Empowerment moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);

M_{e11}: Empowerment moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);

M_{e12}: Empowerment moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Customers (OCB-C);

M_{e13}: Empowerment moderates the relationship between employees' Organizational Citizenship Behavior towards the Organization (OCB-O) and continuance commitment;

M_{e14}: Empowerment moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and continuance commitment;

M_{e15}: Empowerment moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and continuance commitment;

M_{e16}: Empowerment moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and perceived workplace social inclusion;

M_{e17}: Empowerment moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and positive emotion;

M_{e18}: Empowerment moderates the relationship between employees' workplace social inclusion and intention to stay;

M_{e19}: Empowerment moderates the relationship between employees' positive emotion and intention to stay;

M_{e20}: Empowerment moderates the relationship between employees' continuance commitment and intention to stay.

The moderating effects of culture (both in holistic sense and in individualism-collectivism orientation sense), empowerment and impression management are shown in Figure 2. Table 2 to Table 6 summarizes all the hypotheses of this study.

Figure 1. Conceptual Framework

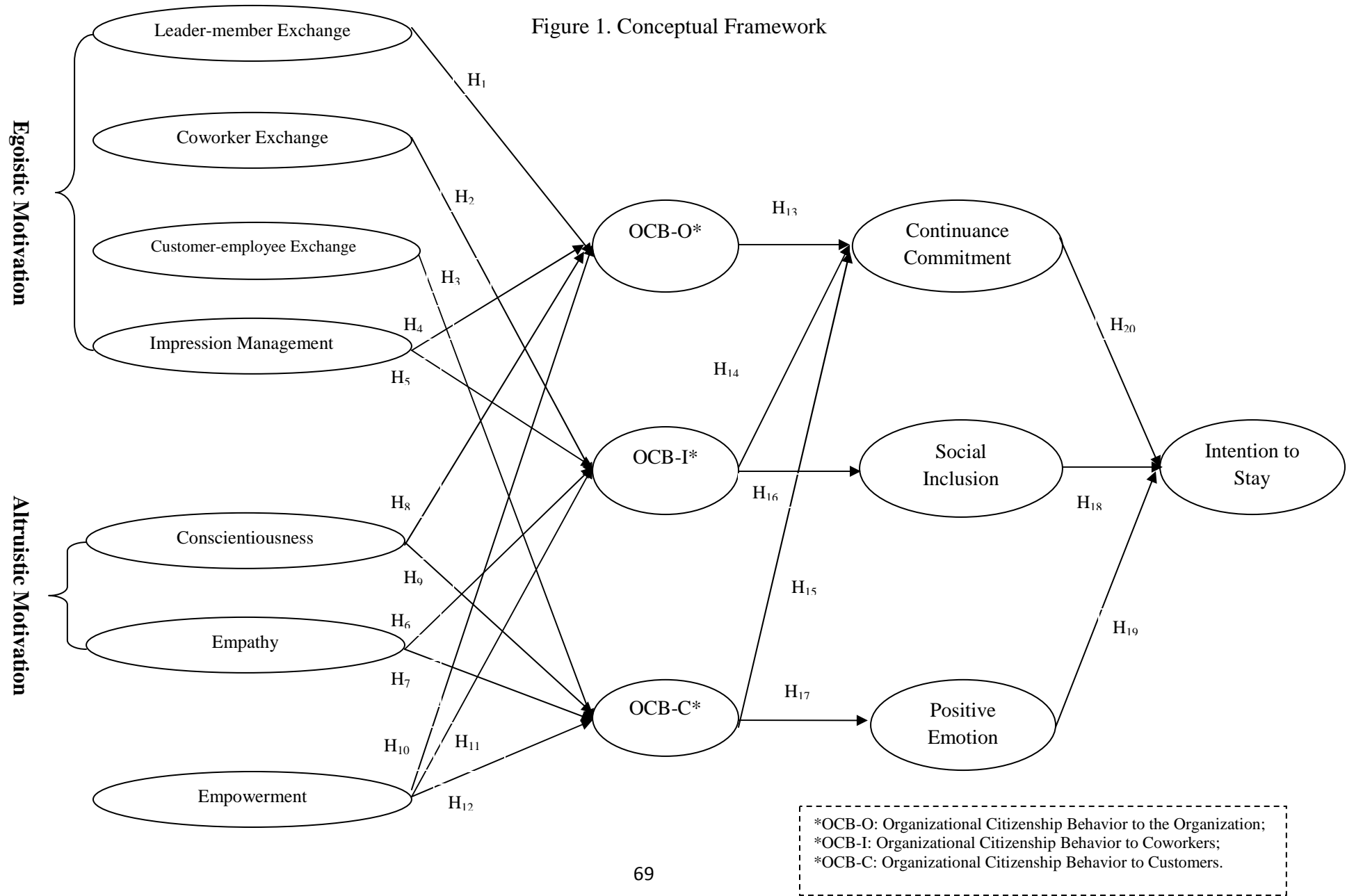


Figure 2. Moderating Effect

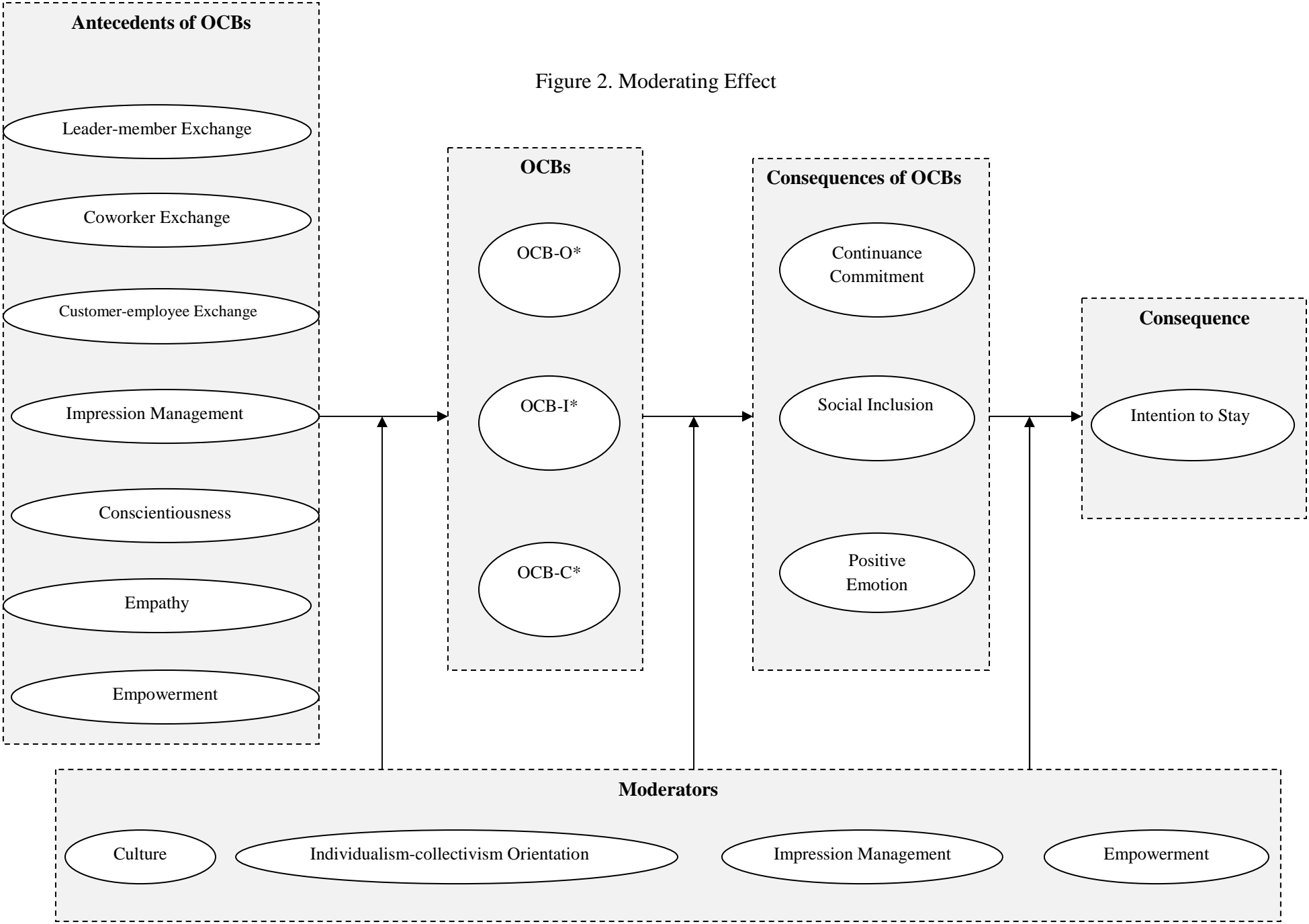


Table 2. Objective 1 and Associated Hypotheses

Objective 1: To examine structural relationships of the antecedents and consequences of hotel employees' OCB.
<p><u>Hypotheses:</u></p> <p><i>H₁: There is a significant positive relationship between leader-member exchange and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>H₂: There is a significant positive relationship between coworker exchange and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>H₃: There is a significant positive relationship between customer-employee exchange and employees' Organizational Citizenship Behavior (OCB) towards Customers (OCB-C);</i></p> <p><i>H₄: There is a significant positive relationship between employees' impression management and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>H₅: There is a significant positive relationship between employees' impression management and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>H₆: There is a significant positive relationship between employees' empathy and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>H₇: There is a significant positive relationship between employees' empathy and employees' Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>H₈: There is a significant positive relationship between employees' conscientiousness and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>H₉: There is a significant positive relationship between employees' conscientiousness and employees' Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>H₁₀: There is a significant positive relationship between empowerment and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>H₁₁: There is a significant positive relationship between empowerment and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I)</i></p> <p><i>H₁₂: There is a significant positive relationship between empowerment and employees' Organizational Citizenship Behavior towards Customers (OCB-C).</i></p> <p><i>H₁₃: There is a significant positive relationship between employees' Organizational Citizenship Behavior towards the Organization (OCB-O) and continuance commitment;</i></p> <p><i>H₁₄: There is a significant positive relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and continuance commitment;</i></p> <p><i>H₁₅: There is a significant positive relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and continuance commitment;</i></p> <p><i>H₁₆: There is a significant positive relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and perceived workplace social inclusion;</i></p> <p><i>H₁₇: There is a significant positive relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and positive emotion;</i></p> <p><i>H₁₈: There is a significant positive relationship between employees' workplace social inclusion and intention to stay;</i></p> <p><i>H₁₉: There is a significant positive relationship between employees' positive emotion and intention to stay;</i></p> <p><i>H₂₀: There is a significant positive relationship between employees' continuance commitment and intention to stay.</i></p>

Table 3. Objective 2-1 and the Associated Hypotheses

Objective2-1: To examine the moderating effect of culture on the proposed relationships.
<p><u>Hypotheses:</u></p> <p><i>M_{c1}: Culture moderates the relationship between leader-member exchange employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{c2}: Culture moderates the relationship between coworker exchange and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{c3}: Culture moderates the relationship between customer exchange and employees' Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{c4}: Culture moderates the relationship between impression management and employees' Organizational Citizenship Behavior toward the Organization (OCB-O);</i></p> <p><i>M_{c5}: Culture moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{c6}: Culture moderates the relationship between empathy and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{c7}: Culture moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{c8}: Culture moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{c9}: Culture moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{c10}: Culture moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{c11}: Culture moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{c12}: Culture moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{c13}: Culture moderates the relationship between employees' Organizational Citizenship Behavior towards the Organization (OCB-O) and continuance commitment;</i></p> <p><i>M_{c14}: Culture moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and continuance commitment;</i></p> <p><i>M_{c15}: Culture moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and continuance commitment;</i></p> <p><i>M_{c16}: Culture moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and perceived workplace social inclusion;</i></p> <p><i>M_{c17}: Culture moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C)and positive emotion;</i></p> <p><i>M_{c18}: Culture moderates the relationship between employees' workplace social inclusion and intention to stay;</i></p> <p><i>M_{c19}: Culture moderates the relationship between employees' positive emotion and intention to stay;</i></p> <p><i>M_{c20}: Culture moderates the relationship between employees' continuance commitment and intention to stay.</i></p>

Table 4. Objective 2-2 and the Associated Hypotheses

Objective2-2: To examine the moderating effect of individualism-collectivism orientation on the proposed relationships.
<p><u>Hypotheses:</u></p> <p><i>M_{o1}: Individualism-collectivism orientation moderates the relationship between leader-member exchange and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{o2}: Individualism-collectivism orientation moderates the relationship between coworker exchange and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{o3}: Individualism-collectivism orientation moderates the relationship between customer exchange and employees' Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{o4}: Individualism-collectivism orientation moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{o5}: Individualism-collectivism orientation moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{o6}: Individualism-collectivism orientation moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{o7}: Individualism-collectivism orientation moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{o8}: Individualism-collectivism orientation moderates the relationship between employee's conscientiousness and Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{o9}: Individualism-collectivism orientation moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{o10}: Individualism-collectivism orientation moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{o11}: Individualism-collectivism orientation moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{o12}: Individualism-collectivism orientation moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{o13}: Individualism-collectivism orientation moderates the relationship between employees' Organizational Citizenship Behavior towards the Organization (OCB-O) and continuance commitment;</i></p> <p><i>M_{o14}: Individualism-collectivism orientation moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and continuance commitment;</i></p> <p><i>M_{o15}: Individualism-collectivism orientation moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and continuance commitment;</i></p> <p><i>M_{o16}: Individualism-collectivism orientation moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and perceived workplace social inclusion;</i></p> <p><i>M_{o17}: Individualism-collectivism orientation moderates the relationship between employees' Organizational Citizenship behavior towards Customers (OCB-C) and positive emotion;</i></p> <p><i>M_{o18}: Individualism-collectivism orientation moderates the relationship between employees' workplace social inclusion and intention to stay;</i></p> <p><i>M_{o19}: Individualism-collectivism orientation moderates the relationship between employees' positive emotion and intention to stay;</i></p> <p><i>M_{o20}: Individualism-collectivism orientation moderates the relationship between employees' continuance commitment and intention to stay.</i></p>

Table 5. Objective 2-3 and the Associated Hypotheses

Objective2-3: To examine the moderating effect of impression management on the proposed relationships.
<p><u>Hypotheses:</u></p> <p><i>M_{i1}: Impression management moderates the relationship between leader-member exchange and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{i2}: Impression management moderates the relationship between coworker exchange and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{i3}: Impression management moderates the relationship between customer exchange and employees' Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{i4}: Impression management moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{i5}: Impression management moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{i6}: Impression management moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{i7}: Impression management moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{i8}: Impression management moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{i9}: Impression management moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{i10}: Impression management moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{i11}: Impression management moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{i12}: Impression management moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{i13}: Impression management moderates the relationship between employees' Organizational Citizenship Behavior towards the Organization (OCB-O) and continuance commitment;</i></p> <p><i>M_{i14}: Impression management moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and continuance commitment;</i></p> <p><i>M_{i15}: Impression management moderates the relationship between employees' Organizational Citizenship behavior towards Customers (OCB-C) and continuance commitment;</i></p> <p><i>M_{i16}: Impression management moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and perceived workplace social inclusion;</i></p> <p><i>M_{i17}: Impression management moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and positive emotion;</i></p> <p><i>M_{i18}: Impression management moderates the relationship between employees' workplace social inclusion and intention to stay;</i></p> <p><i>M_{i19}: Impression management moderates the relationship between employees' positive emotion and intention to stay;</i></p> <p><i>M_{i20}: Impression management moderates the relationship between employees' continuance commitment and intention to stay.</i></p>

Table 6. Objective 2-4 and the Associated Hypotheses

Objective2-4: To examine the moderating effect of empowerment on the proposed relationships.
<p><u>Hypotheses:</u></p> <p><i>M_{e1}: Empowerment moderates the relationship between leader-member exchange and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{e2}: Empowerment moderates the relationship between coworker exchange and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{e3}: Empowerment moderates the relationship between customer exchange and employees' Organizational Citizenship behavior towards Customers (OCB-C);</i></p> <p><i>M_{e4}: Empowerment moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{e5}: Empowerment moderates the relationship between impression management and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{e6}: Empowerment moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{e7}: Empowerment moderates the relationship between employees' empathy and Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{e8}: Empowerment moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{e9}: Empowerment moderates the relationship between employees' conscientiousness and Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{e10}: Empowerment moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards the Organization (OCB-O);</i></p> <p><i>M_{e11}: Empowerment moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Coworkers (OCB-I);</i></p> <p><i>M_{e12}: Empowerment moderates the relationship between empowerment and employees' Organizational Citizenship Behavior towards Customers (OCB-C);</i></p> <p><i>M_{e13}: Empowerment moderates the relationship between employees' Organizational Citizenship Behavior towards the Organization (OCB-O) and continuance commitment;</i></p> <p><i>M_{e14}: Empowerment moderates the relationship between employees' Organizational Citizenship Behavior towards Coworkers (OCB-I) and continuance commitment;</i></p> <p><i>M_{e15}: Empowerment moderates the relationship between employees' Organizational Citizenship behavior towards Customers (OCB-C) and continuance commitment;</i></p> <p><i>M_{e16}: Empowerment moderates the relationship between employees' Organizational Citizenship behavior towards Coworkers (OCB-I) and perceived workplace social inclusion;</i></p> <p><i>M_{e17}: Empowerment moderates the relationship between employees' Organizational Citizenship Behavior towards Customers (OCB-C) and positive emotion;</i></p> <p><i>M_{e18}: Empowerment moderates the relationship between employees' workplace social inclusion and intention to stay;</i></p> <p><i>M_{e19}: Empowerment moderates the relationship between employees' positive emotion and intention to stay;</i></p> <p><i>M_{e20}: Empowerment moderates the relationship between employees' continuance commitment and intention to stay.</i></p>

CHAPTER III

METHODOLOGY

This section describes the research methodology as well as the statistical techniques used by this study. The research design is described, and the survey instrument is developed and tested on its reliability. As a cross-culture study, the surveys were conducted in both the U.S. and China using convenience sampling method. Descriptive Analysis, Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM) and Multiple-group SEM were used to analyze data.

Research Design

The major objectives of this study are to establish and empirically test a model that describes the motivational mechanism of hotel employees' OCB, integrating both the antecedents and the consequences of OCB. The study used a descriptive and causal research design and conducted cross-sectional surveys as the samples were selected from the population at a specific point of time.

Instrument

Survey Questionnaire

A self-administered questionnaire was used for the survey. The questionnaire was first developed in English. Since this study was conducted both in the U.S. and China, both English and Chinese version questionnaires were prepared using the translation/back translation procedure as described by Brislin (1976). As suggested by Lo (2007), the English version questionnaire was first translated into Chinese by a professional native Chinese translator. Then another professional translator translated the Chinese version questionnaire back to English. However, some necessary modifications were needed in order to ensure that the Chinese version questionnaire can correctly reflect the meanings of the original English version questionnaire. In addition, content validity (Churchill & Brown, 2007) of the statements were checked by three faculty members from the School of Hotel and Restaurant Administration, and one faculty member from the School of Business, at Oklahoma State University.

The questionnaire is comprised of six main sections.

The first section was designed to collect hotel employees' work-related information, such as the department that they were working in and their length of employment at the hotel at the time the survey was conducted.

The second section was designed to collect employees' personal values and perception about the working environment. Conscientiousness was measured using four items from Saucier (1994); Empathy was measured using three items from Bettencourt, Gwinner and Meuter (2001); Empowerment was measured using three items from

Spreitzer (1997); Impression Management was measured using three items from Rioux and Penner (2001). Individualism-collectivism Orientation was measured using four items from Wagner and Moch (1986). The respondents were asked to rate their perception of these statements on a seven-point Likert-type scale (where 1=Strongly Disagree and 7=Strongly Agree).

The third section was designed to collect employees' perception about the three types of social exchanges that happened in their hotel. Leader-member Exchange was measured using six items from Graen and Uhl-Bien (1995); Coworker Exchange was measured using six items from Ladd and Henry (2000); Customer-Employee Exchange was measured using five items from Eisenberger et al. (1986) and Ladd and Henry (2000). The respondents were asked to rate their perception of these statements on a seven-point Likert-type scale (where 1=Strongly Disagree and 7=Strongly Agree).

The fourth section was designed to collect hotel employees' OCB performance. Employees' OCB-O was measured using eight items from Williams and Anderson (1991); Employees' OCB-I was measured using six items from Williams and Anderson (1991); Employees' OCB-C was measured using eight items from Lin et al. (2008). The respondents were asked to rate their perception of these statements on a seven-point Likert-type scale (where 1=Strongly Disagree and 7=Strongly Agree).

The fifth section was designed to collect employees' perception on Workplace Social Inclusion, Positive Emotion, Continuance Commitment and Intention to Stay. Employees' perception on Workplace Social Inclusion was measured using three items from Pearce and Randel (2004); Employees' Positive Emotion was measured using three items from Havlena and Holbrook (1986); Employees' Continuance Commitment was

measured using three items from Cichy, Cha and Kim's (2009); Employees' Intention to Stay was measured using four items from Mitchel's (1981). The respondents were asked to rate their perception of these statements on a seven-point Likert-type scale (where 1=Strongly Disagree and 7=Strongly Agree).

The sixth section was designed to collect employees' demographic information such as Gender, Age Group, Annual Income, Education Level et al., which was considered to be relevant to this study.

Pilot Test

The instrument was pilot tested with 34 conveniently selected hotel employees in a Mid-west city of the U.S. in order to examine the reliability of the questionnaire. Data was analyzed using SPSS 17 software. The reliability of the scale was assessed using the Cronbach's alphas. As suggested by Nunnally and Berstein (1994), the items under each construct should be measuring the same construct, so they should be highly correlated. In social science research, a Cronbach's alpha of 0.70 or higher is considered good.

Table 7 summarized the reliability information of the constructs of the instrument. The Cronbach's alphas of the constructs range from .713 to .903. This indicated that the reliability of the overall instrument used by this study was good. Since a satisfied reliability was achieved in the Pilot test, this questionnaire was then used for actual surveys in the U.S. and China.

Table 7. Reliability of the Instrument

Dimensions	Cronbach's Alpha
<p><i>Working Environment</i></p> <p>My immediate supervisor understands the problems associated with my position. My immediate supervisor knows my potential. My immediate supervisor will use authority to help me solve work problems. My immediate supervisor would protect me if needed. I have a good working relationship with my immediate supervisor. I know how satisfied my immediate supervisor is with my performance. My coworkers support my goals and values at work. My coworkers will help me when I have a problem. My coworkers really care about my well-being. My coworkers are willing to assist me to perform better. My coworkers care about my opinions. My coworkers will compliment my accomplishments at work. Most of our guests are polite. I feel that my services are appreciated by our guests. I rarely receive complaints from our guests. I feel our guests are satisfied with the services provided by our hotel. I feel our guests are happy to stay in our hotel. I have significant autonomy in deciding how to do my job. I can decide on my own how to do my work. I have considerable independence and freedom in doing my job.</p>	.903
<p><i>OCB Performance</i></p> <p>I will give advanced notice if I cannot come to work. My attendance at work is above the required level. I take fewer breaks than I deserve. I do not complain about unimportant things at work. I follow informal rules in order to maintain order. I protect our hotel's property. I say good things about our hotel when talking with outsiders. I promote the hotel's products and services actively. I help my coworkers when their workload is heavy. I help my coworkers who have been absent to finish their work. I take time to listen to my coworkers' problems and worries. I go out of my way to help new coworkers. I take personal interest in my coworkers. I pass along notices and news to my coworkers. I always have a positive attitude at work. I am always exceptionally courteous and respectful to customers. I follow customer service guidelines with extreme care. I respond to customer requests and problems in a timely manner. I perform duties with very few mistakes. I conscientiously promote products and services to customers. I contribute many ideas for customer promotions & communications. I make constructive suggestions for service improvement.</p>	.867

<i>Job Attitudes</i>	.859
<p>I feel I am an accepted part of my hotel. I feel I am included in most of the activities at work. Sometimes I feel like an outsider. I feel happy to go above and beyond in order to serve customers. I feel satisfied with myself if I satisfy my customers with exceptional services. I enjoy the process of meeting customers' needs. Overall I am very satisfied with my job. If I have a chance to choose my job, I will choose my current job. I enjoy the work that I do. Staying with my hotel is a necessity for me. Leaving the hotel will result in personal sacrifice. It would be hard for me to leave my hotel now, even if I wanted to. I would turn down a job offer from another company if it came tomorrow. As far as I can see, I intend to stay with my current hotel. It is very important for me to spend the rest of my career in this hotel. I will stay at this hotel even if other hotels offer me higher pay and position.</p>	
<i>Personality and Values</i>	.713
<p>I am a very organized person. I am a very efficient person. I am a very systematic person. I am a very practical person. I try to understand my friends better from their perspective. Seeing warm, emotional scenes makes me teary-eyed. I am a very soft-hearted person. I think it is important to avoid looking bad in front of others. I think it is important to look better than my coworkers. I am afraid to appear irresponsible. I prefer to work with others rather than to work alone I like it when my coworkers work together with each other. I believe that people need to make sacrifices for the sake of others. I think people should cooperate with each other rather than work on their own.</p>	

Sampling

Population

The target population for this study was hotel employees in the U.S. and China at the time of the survey. The surveys were conducted from August to October, 2009.

Sample Size

This study used Structural Equation Modeling (SEM) for the data analysis, which has special requirements on sample size.

Previous researchers offered some guidelines about the sample size for SEM. According to Kim (2005) sample size is closely related to the overall fit and power of the model. Kim (2005) suggested that the determination of sample size should be related to the fit indices and the power of the model that the research expected to achieve. For example, in order to achieve a CFI value of .95 and a power value at .90, the minimal sample size for models with a degree of freedom of 80 should be 540. At the same time, the required sample size became smaller as the degree of freedom became bigger. This study proposed a relative complex model with a large degree of freedom (>2000), therefore, the sample size should be much smaller than 500 if using this criteria.

Other researchers offered sample size guidelines by providing the number of samples needed for per estimated parameter. Kline (2005) recommended that each estimated parameter should have 10 respondents while a minimum of 5 respondents were needed for each estimated parameter but with an absolute minimum of 50 respondents (Kline, 2005; Bentler and Chow, 1987).

Considering these guidelines offered by previous researchers and the large parameters estimated by this study as well as the difficulty in getting hotel employees' responses, this study used Bentler and Chow (1987)'s approach of having 5 samples for per estimated parameter. With 144 parameters, the expected sample size is 720 for this study.

Sampling Approach

Convenience sampling method was used for sample selection in both the U.S. and China. The reason for using convenience sampling method was determined by the following two reasons: First of all, the major purpose of this study was to test a theoretical model on the motivational mechanism of OCB; generalization was not the main focus of the study. Therefore, using convenience sampling would be suitable for studies aiming to test theories. Secondly, random sampling was not available for the study. As a cross cultural study, data needed to be collected both in China and the U.S. from hotel employees. In the U.S., online data collection was used, and there was not a database that listed all the hotel employees in the United States. Therefore, randomization of sample selection was not possible. Also collecting data from employees was more difficult than collecting data from customers, which was especially true in China, where relationships and networks were critically important. Therefore, convenience sampling method was used to collect data from hotels where existing networks were available.

On site surveys were conducted in twenty hotels of seven cities in China, while online surveys were conducted in the U.S. using a publicly available database that was purchased from an online survey company.

On site surveys were conducted in China. Using convenience sampling method, twenty hotels of seven cities in China including Guangzhou, Beijing, Baoding, Anxin, Shijiazhuang, Guilin and Hangzhou participated in the onsite surveys. Employees of the twenty hotels participated in the survey.

Data Collection

Data collection was performed from August to October, 2009. Data collection consisted of two parts, data collection in the U.S. and data collection in China. The U.S. part used online surveys to collect data, while in China onsite surveys were performed. After examining the collected responses, this study got 721 valid responses, including valid 314 responses in the U.S. and 407 valid responses in China.

Data Collection in the United States

The data collection in the U.S. was performed using online survey. One advantage of online survey is that it could provide access to groups and individuals who would be difficult to research through other channels (Wellman, 1997). Online survey is also relatively efficient and costs less compared with onsite survey (Wright, 2005). However, there are also disadvantages that are associated with online surveys. Online surveys have relatively lower respondent rate (Wright, 2005), which may influence the generalization of the findings. Considering the difficulty of reaching hotel employees in the U.S. as well as the availability of a hotel employee database at the Center of Hospitality and Tourism Research at Oklahoma State University, this study chose to use online surveys to collect data from American hotel employees.

The online survey questionnaire was developed using the template provided by the Survey Monkey website (www.surveymonkey.com). The website generated a link for the online questionnaire. A cover letter was prepared with the link for the online questionnaire and it was sent to the hotel employees' E-mail addresses listed in the hotel

employee database. The database had a total of 22,103 valid email addresses. The online survey received 345 responses, representing a respondent rate of 1.56 %.

Data Collection in China

The data collection in China was performed using onsite surveys. Twenty hotels of seven cities including Guangzhou (10 hotels), Beijing (2 hotels), Baoding (1 hotel), Anxin (2 hotels), Shijiazhuang (2 hotels), Guilin (1 hotels) and Hangzhou (2 hotel) participated in this study. Since employee data is relatively difficult to get, the research decided to use existing connections in China. Seven friends of the researcher who were currently working in the hotel industry in China agreed to help with the survey. The electronic version questionnaire was emailed to the researcher's friends in the seven cities, who then helped to print, distribute and collect the completed surveys from the twenty hotels. A total of 700 Chinese version questionnaires were distributed to those hotels, and 518 questionnaires were returned, representing a respondent rate of 74 %.

Data Analysis

Examination of Data

Data was examined to check if there were missing values, outliers, and if the data met the assumptions (Hair et al., 2006) for further analysis.

Among the 863 returned questionnaires, 142 responses contained incomplete answers (missing data), outliers or had violated the normality assumption. Hence, those questionnaires were eliminated from further data analysis. This kind of examination is also recommended for the analysis using SEM (Hair et al., 2006). After the examination of data, the usable responses were 721, including 314 responses from US and 407 responses from China.

Descriptive Data Analysis

After the data was examined, descriptive statistics were performed in order to get a general idea of the hotel employees' demographic profiles and their work-related information. Respondents' characteristics were classified as Gender (male and female), Age Group (18-29; 30-39; 40-49; 50-59; 60 or over 60), Education (middle school or less; high school; college; bachelor degree; graduate degrees), Annual Income (less than \$10,000; \$10,000 to 29,000; \$ 30,000 to 49,999; \$50,000 to 69,999; \$70,000 to 89,999; \$90,000 or more), Position (frontline employees and supervisory or management level employees), Department (Front Desk; Housekeeping; Food & Beverage; Human Resources; Sales & Marketing; Finance & Accounting; Engineering; Others) and Year at

current hotel (Less than 1 year; 1 to 3 years; 4 to 6 years; 7 to 10 years; more than 10 years).

At the same time, hotel property characteristics were also categorized into its affiliation (International Chain Hotel; Domestic Chain Hotel; Independent Hotel), and country of origin (the U.S. and China).

Structural Equation Modeling

Structural Equation Modeling (SEM) was used to empirically test the overall fit as well as the proposed relationships of the motivational mechanism of hotel employees' OCB. SEM is an advanced technique which can test multivariate relationships simultaneously (Kline, 2005). In addition, one of the important advantages of SEM is its ability to explicitly allow measurement error (Rigdon, 1994), by using multiple observed variables to represent unobserved latent variables. SEM has been widely used in theory building and empirical model testing in the management, marketing and hospitality literature. This study used the software LISREL 8.80 to analyze data, considering its ability to represent unobserved concepts in interdependence relationships (Hair et al., 2006).

As an advanced technique, the procedure to perform SEM is relatively complex compared with other multivariate analysis technique. As suggested by Hair et al. (2006: 759) SEM involves six stages in testing a full structural model. The six steps of using SEM are illustrated in the following Figure 3.

Stage 1: Defining Individual Constructs

This step specified the relationships between the indicators and the constructs. The indicators for each constructs were identified from previous literature and all the measurement scales had been tested with reliability and validity. The proposed model contained seven exogenous variables, including Leader-member Exchange (ζ_1), Coworker Exchange (ζ_2), Customer-employee Exchange (ζ_3), Impression Management (ζ_4), Conscientiousness (ζ_5), Empathy (ζ_6) and Empowerment (ζ_7). The proposal model contained seven endogenous variables, including: OCB-O (η_1), OCB-I (η_2), OCB-C (η_3), Continuance Commitment (η_4), Social Inclusion (η_5), Positive Emotion (η_6) and Intention to Stay (η_7).

Stage 2: Developing and Specifying the Measurement Model

For each of the constructs, the indicators (items) were identified based on previous literature. According to Hair et al (2006), there should be a minimum of three indicators for each latent construct. In this study, for the seven exogenous variables, Conscientiousness (ζ_5) and Empathy (ζ_6) had four indicators. Impression Management (ζ_4) had five indicators. Empowerment (ζ_7) had three indicators. Leader-member Exchange (ζ_1) and Coworker Exchange (ζ_2) had six indicators, and Customer-employee Exchange (ζ_3) had five indicators. For the seven endogenous variables, OCB-O (η_1) and OCB-C (η_3) had eight indicators and OCB-I (η_2) had six indicators. Continuance Commitment (η_4), Social Inclusion (η_5) and Positive Emotion (η_6) each had three indicators, and Intention to Stay (η_7) had four indicators.

Stage 4: Assessing Measurement Model Validity

The measurement model validity was evaluated through the goodness-of-fit for the measurement model and specific evidence of construct validity. The Confirmatory Factor Analysis (CFA) was applied to evaluate the measurement model validity. CFA can explore the overall fit of the measurement part of the model, the factor loadings of the model as well as the convergent validity of the constructs.

The CFA procedure is a necessary procedure for Structural Equation Modeling (SEM), since it assesses the overall fit of the measurement model as well as the factor loadings of the items on each construct. It helps to test if the validity and reliability of the measurement scale as well as the overall model fit at the measurement level. The measurement model of OCB was assessed by a series of model-fit indexes. In CFA, the overall model fit refers to the degree to which the specified indicators represent the hypothesized latent construct. The CFA model was evaluated using a series of fit indices provided by LISREAL 8.80, including: 1. Absolute fit indices, which includes the Chi-square (χ^2) test, root mean square error of approximation (RMSEA), standardized root mean square residual (SRMR); 2. Incremental fit indices, including comparative fit index (CFI), the Incremental Fit Index (IFI), Normed Fit Index (NFI) and Relative Fit Index (RFI).

The absolute fit indices are direct measures of the fitness of a model, as they provide information on the extent to which the model as a whole provides an acceptable fit to the data (Reisinger & Turner, 1999). The χ^2 tests whether a relationship exists between two measures. In SEM, the lower the χ^2 value is, the more representative the model is of the data. The recommended level for the normed χ^2 parsimony index is between 1.0 and 5.0. The RMSEA is used to correct for the tendency of the χ^2 test to

reject models with large samples or a large number of observed variables. A value of less than 0.05 indicates good fit; a value from 0.05 to 0.08 indicates a reasonable fit; values between 0.08 and 0.10 indicate a mediocre fit, and a value larger than 0.10 indicate poor fit (Hair et al., 2006). RMR represents the average amount of variance and covariance not accounted for by the model. A better fit model should have a RMR value that is close to zero. A standardized RMR value of 0.10 or lower indicates good fit (Hair et al., 2006).

The incremental fit indices assess the incremental fit of the model compared with a null model (Reisinger & Turner, 1999). As suggested by Brentler (1990), a CFI value >0.90 is considered good; CFI >0.93 is better and CFI > 0.95 is great. The above fit indices suggest that the overall fit of the measurement model is very good. The fit indices as well as the cutting values of the fit indices as recommended by previous researchers (e.g. Hair et al., 2006; Kline, 2006) are summarized in Table 8.

Table 8. Fit Indices' Cutting Values

Fit Index	Cutting Value
χ^2/df	1.0-5.0
RMSEA	<.10
SRMR	<.10
CFI	≥ 0.9
IFI	≥ 0.9
NFI	≥ 0.9
RFI	≥ 0.9

Source: Reisinger & Turner, 1999; Hair et al., 2006; Brentler, 1990; Kline, 2006.

The convergent validity refers to the fact that indicators of a specific construct should share a high proportion of variance in common. The level of convergent validity is usually assessed from three aspects: factor loading, composite reliability and average

variance extracted. All factor loadings should be statically significant, and standardized factor loadings should be .5 or higher.

The composite reliabilities (CR) indicated internal consistency, meaning all the measures consistently represent the same latent construct (Fornell & Larcker, 1981; Hair et al., 2006). The acceptable range of composite reliability was .07 or higher. The reliability of the scale is tested via Composite Reliability (CR). CR stands for the Composite Reliability. It assesses the internal consistency of a measure (Fornell & Larcker, 1981), and a CR value of 0.70 or greater is considered good (Hair et al., 1998). The formula of calculating the CR values is:

$$CR = (\sum A_i)^2 / (\sum A_i)^2 + \sum B_i$$

In this formula, A_i are the standardized loadings of each indicator on the construct, B_i are the measurement error of each indicator.

The variance extracted estimate (AVE) measures the amount of variance captured by a construct in relation to the variance due to random measurement error (Fornell & Larcker, 1981; Hair et al., 2006). The formula for calculating AVE values is:

$$AVE = \sum (A_i^2) / \sum (A_i^2) + \sum B_i$$

The average variance extracted of .5 or higher was a rule of thumb suggesting adequate convergence (Hair et al., 2006).

Stage 5: Specifying the Structural Model

The purpose of specifying the structural model was to clarify the relationships among the constructs. Figure 1 showed the path diagrams of the structural models of all the constructs included in the proposed model. There were a total of twenty paths

investigated the causal relationship between constructs. All these paths were hypotheses testing.

Stage 6: Assessing the Structural Model Validity

This stage was to test validity of the structural model and the hypothesized theoretical relationships. All constructs were tested of validity from the earlier stage. At this stage, the hypotheses were tested. All model fit indices of SEM, including the χ^2/df , RMSEA, SRMR, CFI, IFI and NFI were assessed. Generally speaking, those fit indices should be less than the model-fit-indices of the measurement model.

Multi-group Structural Equation Modeling

Moderating effects of four variables including Culture, Individualism-collectivism Orientation, Impression Management and Empowerment were assessed using Multi-group SEM. There are four basic steps in Multi-group SEM. The moderating effects in SEM were performed based on a chi-square difference statistic ($\Delta\chi^2$). The χ^2 value from the baseline model was subtracted from the χ^2 value of a less constrained model. If the $\Delta\chi^2$ was significant, the moderating effect was supported; if $\Delta\chi^2$ was not significant, the moderating effect was not supported. Step 1 to 4 listed the procedure for conducting moderating effects testing in SEM.

Step 1: Prepare the sub-sets of data

Using each moderator (culture, individualism-collectivism orientation, impression management and empowerment), the original database was divided into two sub-set

databases. The sub-sets of the data were imported into LISEARL 8.80 one by one, and the covariance matrices of the two databases were prepared using LISERAL 8.80.

Step 2: Prepare the Baseline Model

Using LISERAL 8.80, the code for the baseline model was prepared. In the baseline model, all the paths of Group 1 and Group 2 were constrained (or holding to be equivalent). After running the model, the global goodness of fit statistics were recorded and were used for further comparison with the following less constrained models.

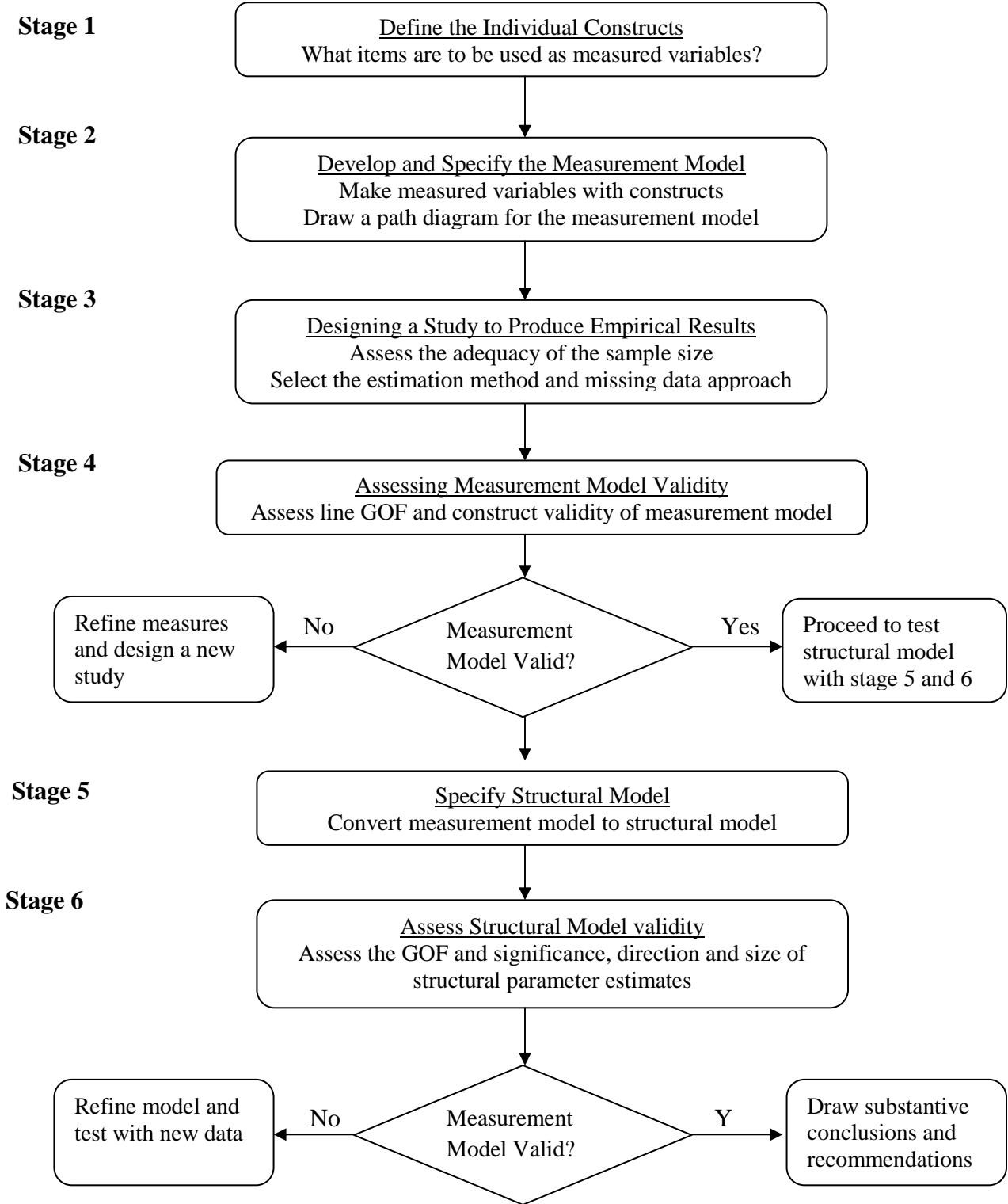
Step 3: Prepare the Less Constrained Model

Using LISREAL 8.80, one hypothesized path of the moderating effect was set free (less constrained). After running the model, the global goodness of fit statistics were recorded. This process was repeated for each hypothesized path (a total of 20 paths), and also for each moderator (a total of 4 moderators).

Step 4: Compare the Less Constrained Model with the Baseline Model

The moderating effects were testing through a series of χ^2 difference tests. The χ^2 value from the baseline model was subtracted from the χ^2 value of a less constrained model. If the $\Delta\chi^2$ was significant, the moderating effect was supported; if $\Delta\chi^2$ was not significant, the moderating effect was not supported. This process was repeated for each and every hypothesized path in each of the four moderators.

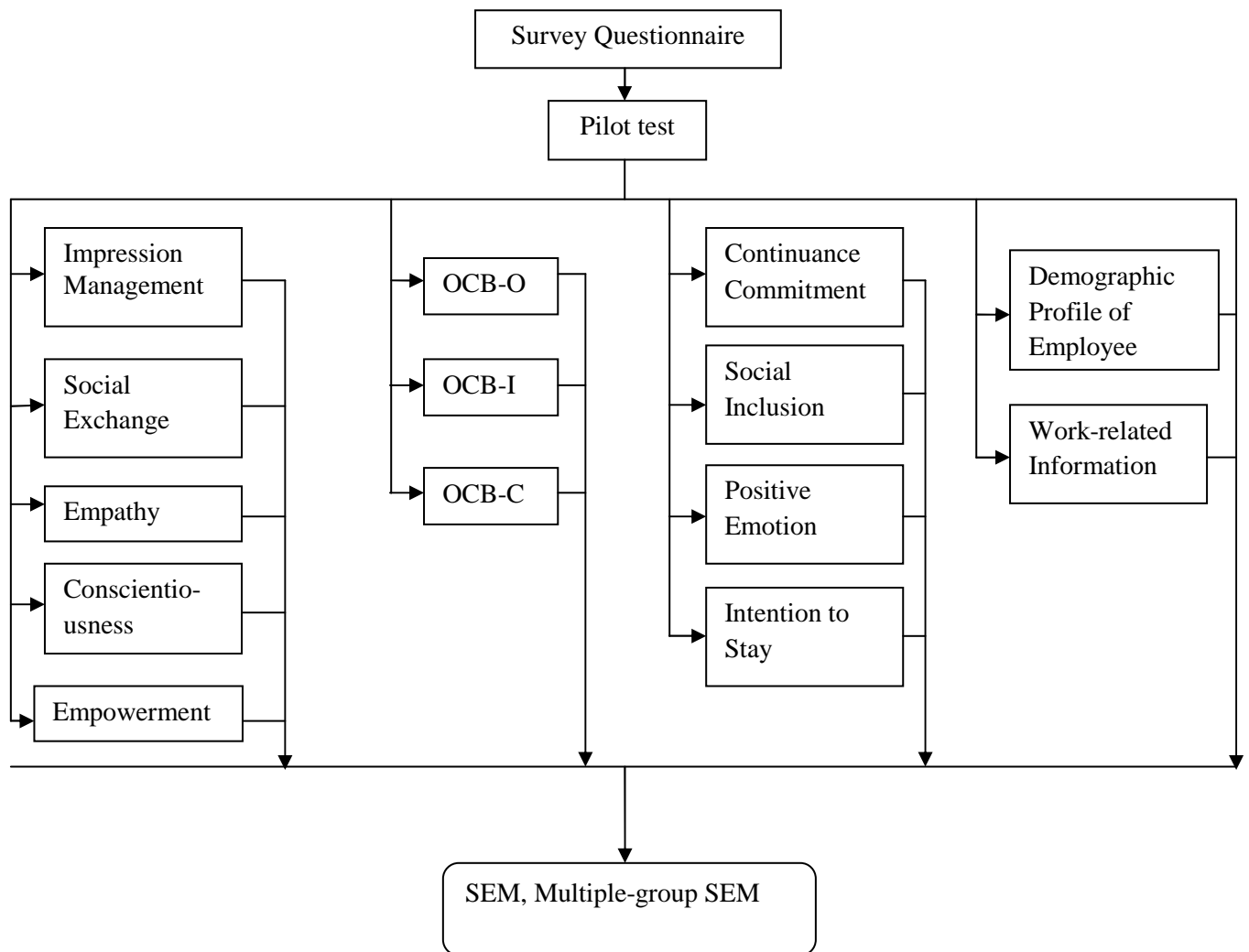
Figure 3. Six-stage for Structural Equation Modeling



The Research Framework

The following research framework, which summarized the different statistical methods that were used to analyze the data, is shown in Figure 4.

Figure 4. The Research Framework



CHAPTER IV

FINDINGS AND DISCUSSIONS

This chapter presents the findings of the study, and it is composed of five sections.

The first section presents the results and a brief discussion of the demographic profile and working-related information of the hotel employees both from China and the United States. The second section evaluates the validity of the proposed three-dimensional framework of OCB, using Confirmatory Factor Analysis (CFA). The third section presents the results of Confirmatory Factor Analysis (CFA) of the full measurement model. Both the overall model fit and the factor loadings of each construct were evaluated. After the CFA model was assessed and achieved a satisfactory fit, the fourth section presents the results of the Structural Equation Modeling. The overall model fit was assessed through a series of fit indices and all the twenty paths were evaluated for their significance as well as strength. Section five presents the results of moderating effects testing. Four moderators, including Culture, Individualism-collectivism Orientation, Impression Management and Empowerment, were used to test the moderating effects on all the twenty paths.

Demographic and Work-related Profile of the Respondents

Table 9 summarizes the demographic information of the respondents. Table 9 shows that more than half of the respondents were female (63%). The percentage of female employees in China (68.2%) was greater than the percentage of female employees in the U.S. (57.3%). The majority of the respondents were between 18-39 years old (41.8%), and only 3.8% of the respondents were over the age of 60. The U.S. employees were more evenly distributed to the five age groups. However, Chinese employees were more condensed to younger age groups. In terms of ethnic backgrounds, the majority of the respondents were Asian (58.5%) and Caucasian (37.1%). This may be due to the fact that the data was collected both in China and US. A detailed look at the data shows that all the respondents from China originated from Asia. In terms of education, over half of the respondents did not obtain bachelor degrees (57.3%). However, the percentage of employees who had obtained bachelor degrees was much higher in the U.S. (62.6%) compared with its counterpart in China (27.2%). In terms of annual income, the majority (76.6%) of the respondents earned less than 30,000 US dollars per year. A detailed look into the two groups showed that the U.S. employees were more evenly distributed into each income category, while most of the Chinese employees (94.6%) belonged to the income level of less than 10,000 US dollars per year. This does not necessarily mean that the living standards of Chinese hotel employees are lower, since the living costs in China are generally lower compared with the living costs in the United States.

Table 9. Demographic Profile of the Respondents

Demographic Characteristic	Overall Frequency (%)	The U.S. Frequency (%)	Chinese Frequency (%)
Gender			
Male	259 (37)	134 (42.7)	125 (31.8)
Female	448 (63)	180 (57.3)	268 (68.2)
Total	707 (100)	314 (100)	393 (100)
Age			
18-29	299 (41.8)	68 (21.7)	231 (57.6)
30-39	144 (20.1)	51 (16.2)	93 (23.2)
40-49	152 (21.3)	89 (28.3)	63 (15.7)
50-59	93 (13)	80 (25.5)	13 (3.2)
≥60	27 (3.8)	26 (8.3)	1 (.2)
Total	715 (100)	314 (100)	401 (100)
Ethnicity			
Caucasian	267 (37.1)	267 (85.3)	0 (0)
African American	11 (1.5)	11 (3.5)	0 (0)
Hispanic	17 (2.4)	17 (5.4)	0 (0)
Asian	421 (58.5)	14 (4.5)	407 (100)
Others	4 (.6)	4 (1.3)	0 (0)
Total	720 (100)	313 (100)	407 (100)
Education			
Less than High School	55 (7.7)	2 (.6)	53 (13.2)
High School	179 (25.1)	50 (16)	129 (32.2)
2-year College	175 (24.5)	65 (20.8)	110 (27.4)
4-year College	250 (35)	155 (49.5)	95 (23.7)
Graduate School	55 (7.7)	41 (13.1)	14 (3.5)
Total	714 (100)	313 (100)	401 (100)
Income			
Less than \$10,000	401 (55.7)	16 (5.1)	385 (94.6)
\$10,000-\$29,999	150 (20.8)	134 (42.8)	16 (3.9)
\$ 30,000-49,999	73 (10.1)	67 (21.4)	6 (1.5)
\$ 50,000-69,999	64 (8.9)	64 (20.4)	0 (0)
\$ 70,000-89,999	32 (4.4)	32 (10.2)	0 (0)
\$ 90,000 or more	0 (0)	0 (0)	0 (0)
Total	720 (100)	313	407 (100)

Table 10 summarizes the work-related characteristics of the respondents. Table 10 shows that about half (51.7%) of the respondents were full-time employees, and the other half (48.3%) were part-time employees. A detailed look into the two groups shows that a large number (94.6%) of the U.S .employees were full-time employees, and a large number (82.8%) of the Chinese employees were part-time employees. In terms of

position level, the majority of the respondents were supervisory or management level employees (65%). In terms of years of working, the respondents were quite evenly distributed into each category. A larger percentage of the U.S. employees worked in the hotel for more than 10 years (40.4%) compared with the percentage of Chinese employees who worked in the hotels for more than 10 years (14.5%).

Table 10. Work-related Profile of the Respondents

Work-related Characteristic	Overall Frequency (%)	The U.S. Frequency (%)	Chinese Frequency (%)
Employment			
Full-time	364 (51.7)	297 (94.6)	67 (17.2)
Part-time	340 (48.3)	17 (5.4)	323 (82.8)
Total	704 (100)	314 (100)	390 (100)
Position			
Entry Level	252 (35.0)	42 (13.4)	210 (51.6)
Supervisory	469 (65.0)	272 (86.6)	197 (48.4)
Total	721 (100)	314 (100)	407 (100)
Department			
Front Desk	98 (14.9)	56 (17.8)	42 (12.2)
Housekeeping	135 (20.5)	13 (4.1)	122 (35.5)
Food & Beverage	64 (9.7)	11 (3.5)	53 (15.4)
Human Resource	74 (11.2)	32 (10.2)	42 (12.2)
Sales & Marketing	93 (14.1)	65 (20.7)	28 (8.1)
Finance & Accounting	56 (8.5)	30 (9.6)	26 (7.6)
Engineering	26 (4.0)	4 (1.3)	22 (6.4)
Other	112 (17)	103 (32.8)	9 (2.6)
Total	658 (100)	314 (100)	344 (100)
Length of Working			
Less than 1 year	177 (24.8)	45 (14.3)	132 (33.1)
1 to 3 years	183 (25.7)	52 (16.6)	131 (32.8)
4 to 6 years	110 (15.4)	54 (17.2)	56 (14)
7 to 10 years	58 (8.1)	36 (11.5)	22 (5.5)
More than 10 years	185 (25.9)	127 (40.4)	58 (14.5)
Total	713 (100)	314 (100)	399 (100)
Hotel Type			
International Chain Hotels	96 (13.4)	85 (27.2)	11 (2.7)
Domestic Chain Hotels	96 (13.4)	48 (15.3)	48 (11.9)
Independent Hotels	526 (73.2)	180 (57.5)	346 (85.4)
Total	718 (100)	313 (100)	405 (100)

The Three-dimensional Framework of OCB

Confirmatory factor analysis (CFA) was performed to provide a confirmatory test of the validity of the measurement scale for the three-dimensional framework of OCB. A total sample of 721 was used for the analysis. The hypothesized measurement model for OCB in the hotel context consisted of three dimensions: OCB-O, which is Organizational Citizenship Behaviors targeting at the organization; OCB-I, which is Organizational Citizenship Behaviors targeting at individual coworkers; OCB-C, which is Organizational Citizenship Behaviors targeting at customers. Since in CFA, the dimensions are treated as latent variables and the items or attributes are treated as reflective indicators, there are three latent constructs and 22 indicators for the CFA analysis.

Overall Model Fit

The overall model fit for the three-dimensional framework of OCB was evaluated through a series of model fit indices, including: χ^2/df , RMSEA, SRMR, CFI, IFI, NFI and RFI. The values as well as the rule of thumb cutting values for these fit indices are presented in the following Table 11.

Table 11 shows that most of the fit indices including SRMR, CFI, NFI and RFI fell below the cutting values. This indicated that the overall model fit for three-dimensional framework of OCB is good.

Table 11. Comparison of the Fit Indices of the Three-dimension OCB Framework

χ^2 with degrees of freedom	1778.81 (P=0.0) with 201df	Fit Guidelines
χ^2/df	8.846	1.0 to 5.0
RMSEA	0.11	<0.10
SRMR	0.060	<0.10
CFI	0.96	≥ 0.9
IFI	0.96	≥ 0.9
NFI	0.95	≥ 0.9
RFI	0.95	≥ 0.9

Source: Reisinger & Turner, 1999; Hair et al., 2006; Brentler, 1990; Kline, 2006.

Factor Loadings, CR and AVE Values

The factor loadings, significance information, composite reliability and the variance extracted estimate are summarized in Table 12. The factor loadings of twenty two indicators of the three constructs, OCB-O, OCB-I and OCB-C, ranged from 0.47 to 0.86, and all loadings of the indicators were statistically significant ($p < 0.01$).

The composite reliability (CR) assesses the internal consistency of the indicators that measuring the same latent construct (Fornell & Larcker, 1981; Hair et al., 2006). The acceptable CR value is 0.7 or higher. Table 7 shows that The CR values for the three constructs, OCB-O, OCB-I and OCB-C were 0.85, 0.89 and 0.89, which indicated high internal consistency (Hair et al., 2006).

The average variance extracted (AVE) values of the three constructs, OCB-O, OCB-I and OCB-C were 0.43, 0.59 and 0.58 respectively. OCB-O had an AVE value of 0.43, which was slightly lower than the 0.5 threshold value. This indicates that the measurement error accounted for a greater amount of variance in the indicators than the underlying latent variable.

Table 12. CFA for the Three-dimension OCB Framework

Dimensions and Indicators	Loading	T-value	CR	AVE
<i>OCB-O</i>			0.85	0.43
I will give advanced notice if I cannot come to work.	0.53	14.63		
My attendance at work is above the required level.	0.60	17.07		
I take fewer breaks than I deserve.	0.48	13.23		
I do not complain about unimportant things at work.	0.50	13.95		
I follow informal rules in order to maintain order.	0.47	12.95		
I protect our hotel's property.	0.80	25.39		
I say good things about our hotel when talking with outsiders.	0.86	28.44		
I promote the hotel's products and services actively.	0.84	27.12		
<i>OCB-I</i>			0.89	0.59
I help my coworkers when their workload is heavy.	0.73	22.02		
I help my coworkers who have been absent to finish their work.	0.74	22.38		
I take time to listen to my coworkers' problems and worries.	0.78	24.49		
I go out of my way to help new coworkers.	0.82	26.37		
I take personal interest in my coworkers.	0.73	22.27		
I pass along notices and news to my coworkers.	0.79	24.77		
<i>OCB-C</i>			0.89	0.58
I always have a positive attitude at work.	0.64	18.88		
I am always exceptionally courteous & respectful to customers.	0.85	27.74		
I follow customer service guidelines with extreme care.	0.86	28.72		
I respond to customer requests and problems timely.	0.81	26.15		
I perform duties with very few mistakes.	0.71	21.30		
I conscientiously promote products and services to customers.	0.76	23.80		
I contribute ideas for customer promotions & communications.	0.72	21.73		
I make constructive suggestions for service improvement.	0.71	21.65		

Considering the model fit indices, the factor loading information, CR and AVE values, the three-dimensional framework of OCB proposed by this study seemed to be a valid framework. This suggested that in the hotel context, using the targets of OCB, Organization, Coworkers and Customers, to categorize the various types of OCBs is a meaningful as well as a valid approach. This supported previous researchers' suggestion that there should be special requirements on the dimensions of service-oriented OCBs (e.g. Bettencourt & Brown, 1997; Bettencourt, Gwinner & Meuter, 2001).

Assessment of the Full Measurement Model

Overall Model Fit

Confirmatory Factor Analysis (CFA) for the whole measurement model was performed. The two-step approach, analyzing the CFA model first and then the SEM model, has been recommended in the application of SEM technique by previous researchers (e.g. Anderson & Gerbing, 1988). CFA assesses the measurement model and evaluates the relationship between the latent variables and their indicators.

The measurement part of the whole model was assessed by a series of model-fit indices, including Chi-square test (χ^2), RMSEA, SRMR, CFI, IFI, NFI and RFI. The values of the fit indices are summarized in Table 13. The fit indices showed that the measurement part of the whole model fitted quite well. In other words, the indicators of each of the latent variables capture the “true essence” of the latent variables well.

Table 13. Comparison of the Fit Indices of the Full CFA Model

χ^2 with degrees of freedom	10974.57 (P=0.0) with 2359df	Fit Guidelines
χ^2/df	4.65	1.0 to 5.0
RMSEA	0.075	<0.10
SRMR	0.060	<0.10
CFI	0.96	≥ 0.9
IFI	0.96	≥ 0.9
NFI	0.95	≥ 0.9
RFI	0.95	≥ 0.9

Source: Reisinger & Turner, 1999; Hair et al., 2006; Brentler, 1990; Kline, 2006.

Factor Loadings, CR and AVE Values

A detailed look into the LISREL output shows that all the factor loadings of the indicators are statistically significant. This supports the theoretical assignment of the indicators to each construct (Hair et al., 2006; Kline, 2005). The CR values of each construct ranged from 0.65 to 0.93, all of which exceeded the cutting value of 0.60 (Hair et al., 2006). The AVE values of each construct ranged from 0.43 to 0.86. Except Individualism-collectivism orientation, all of the constructs' AVE values exceeded the cutting value of 0.50 (Dillon & Goldstein, 1984; Hair et al., 1998). The loadings, T-values, CR and AVE values were summarized in Table 14.

Table 14. Factor Loading, T-Value, CR and AVE of the Full CFA Model

Constructs & Indicators	Loading	T-value	CR	AVE
<i>Conscientiousness</i>			0.80	0.50
I am a very organized person.	0.67	16.42		
I am a very efficient person.	0.74	20.93		
I am a very systematic person.	0.68	18.77		
I am a very practical person.	0.73	20.44		
<i>Empathy</i>			0.65	0.55
I try to understand my friends better from their perspective.	0.59	16.00		
Seeing warm, emotional scenes makes me teary-eyed.	0.74	21.12		
I am a very soft-hearted person.	0.87	26.02		
<i>Impression Management</i>			0.75	0.52
I think it is important to avoid looking bad in front of others.	0.95	28.81		
I think it is important to look better than my coworkers.	0.73	20.89		
I am afraid to appear irresponsible.	0.37	9.82		
<i>Individualism-collectivism Orientation</i>			0.79	0.49
I prefer to work with others rather than to work alone	0.73	20.98		
I like it when my coworkers work together with each other.	0.71	20.10		
I believe people need to make sacrifices for the sake of others.	0.63	17.23		
I think people should cooperate with each other rather than work on their own.	0.73	20.81		
<i>Leader-member Exchange</i>			0.89	0.54

My immediate supervisor understands the problems associated with my position.	0.83	27.12		
My immediate supervisor knows my potential.	0.85	27.99		
My immediate supervisor will use authority to help me solve work problems.	0.68	20.40		
My immediate supervisor would protect me if needed.	0.80	25.57		
I have a good working relationship with my immediate supervisor.	0.84	27.55		
I know how satisfied my immediate supervisor is with my performance.	0.83	27.15		
<i>Coworker Exchange</i>			0.93	0.70
My coworkers support my goals and values at work.	0.80	25.61		
My coworkers will help me when I have a problem.	0.83	27.07		
My coworkers really care about my well-being.	0.83	27.23		
My coworkers are willing to assist me to perform better.	0.90	30.66		
My coworkers care about my opinions.	0.87	28.91		
My coworkers will compliment my accomplishments at work.	0.80	25.53		
<i>Customer-employee Exchange</i>			0.87	0.57
Most of our guests are polite.	0.69	20.43		
I feel that my services are appreciated by our guests.	0.73	22.14		
I rarely receive complaints from our guests.	0.49	13.43		
I feel our guests are satisfied with the services provided by our hotel.	0.91	30.75		
I feel our guests are happy to stay in our hotel.	0.89	29.82		
<i>Empowerment</i>			0.92	0.80
I have significant autonomy in deciding how to do my job.	0.88	29.31		
I can decide on my own how to do my work.	0.92	31.37		
I have considerable independence & freedom in doing my job.	0.88	29.54		
<i>OCB-O</i>			0.89	0.43
I will give advanced notice if I cannot come to work.	0.57	16.25		
My attendance at work is above the required level.	0.63	18.49		
I take fewer breaks than I deserve.	0.48	13.29		
I do not complain about unimportant things at work.	0.51	14.17		
I follow informal rules in order to maintain order.	0.47	13.01		
I protect our hotel's property.	0.80	25.45		
I say good things about our hotel when talking with outsiders.	0.86	28.23		
I promote the hotel's products and services actively.	0.83	26.77		
<i>OCB-I</i>			0.89	0.59
I help my coworkers when their workload is heavy.	0.72	21.94		
I help my coworkers who have been absent to finish their work.	0.73	22.30		
I take time to listen to my coworkers' problems and worries.	0.79	24.81		
I go out of my way to help new coworkers.	0.82	26.05		
I take personal interest in my coworkers.	0.74	22.78		
I pass along notices and news to my coworkers.	0.79	24.99		
<i>OCB-C</i>			0.89	0.58

I always have a positive attitude at work.	0.64	18.91		
I am always exceptionally courteous and respectful to customers.	0.84	27.56		
I follow customer service guidelines with extreme care.	0.86	28.70		
I respond to customer requests and problems in a timely manner.	0.82	26.33		
I perform duties with very few mistakes.	0.71	21.50		
I conscientiously promote products and services to customers.	0.76	23.76		
I contribute many ideas for customer promotions & communications.	0.72	21.83		
I make constructive suggestions for service improvement.	0.72	21.90		
Workplace Social Inclusion			0.78	0.56
I feel I am an accepted part of my hotel.	0.90	29.09		
I feel I am included in most of the activities at work.	0.82	25.44		
Sometimes I feel like an outsider.	0.44	11.88		
Positive Emotion			0.86	0.68
I feel happy to go above and beyond in order to serve customers.	0.72	21.83		
I feel satisfied with myself if I satisfy my customers with exceptional services.	0.86	28.13		
I enjoy the process of meeting customers' needs.	0.88	28.91		
Job Satisfaction			0.90	0.76
Overall I am very satisfied with my job.	0.89	30.19		
If I have a chance to choose, I will choose my current job.	0.85	27.79		
I enjoy the work that I do.	0.87	29.09		
Continuance Commitment			0.86	0.68
Staying with my hotel is a necessity for me.	0.83	25.82		
Leaving the hotel will result in personal sacrifice.	0.80	24.80		
It would be hard for me to leave my hotel now, even if I wanted to.	0.84	26.58		
Intention to Stay			0.89	0.67
I would turn down a job offer from another company if it came tomorrow.	0.83	26.76		
As far as I can see, I intend to stay with my current hotel.	0.77	23.65		
It is very important for me to spend the rest of my career in this hotel.	0.82	26.29		
I will stay at this hotel even if other hotels offer me higher pay and position.	0.86	27.96		

Considering the fit indices and the factor loading, CR and AVE values of the CFA, the measurement part of the model was quite good. This implied that the indicators of each latent construct represented the constructs well. We could continue with the analysis of the structural part of the model.

Assessment of the Structural Model

Overall Model Fit

The overall structural model fit was examined. Table 15 shows that all except the χ^2/df fit indices fell within the range of the suggested thresholds. This led to the possibility of performing a model modification procedure guided by the modification indices to obtain a better fit model.

Table 15. Comparison of the Fit Indices of the Measurement and Structural Models

Fit Indices	Measurement Model	Structural Model	
χ^2 with degrees of freedom	10974.57 (P=0.0) with 2359df	12581.59 (P=0.0) with 2423df	Fit Guidelines
χ^2/df	4.65	5.19	1.0 to 5.0
RMSEA	0.075	0.082	<0.10
SRMR	0.060	0.10	<0.10
CFI	0.96	0.95	≥ 0.9
IFI	0.96	0.95	≥ 0.9
NFI	0.95	0.95	≥ 0.9
RFI	0.95	0.94	≥ 0.9

Source: Reisinger & Turner, 1999; Hair et al., 2006; Brentler, 1990; Kline, 2006.

Model Modification

The initial model was modified based on the modification indices that were suggested by the LISREL 8.80 outputs as well as theoretical consideration. Each modification involved the addition of one more path as suggested by the modification indices, which led to a less constrained model each time. The Chi-square difference tests were performed to see if each modification leads to significant change in Chi-squares statistically.

Table 16 summarizes the fit statistics for the initial and the modified models. Model 1 was the initial model. Model 2 was modified from the initial model by adding a path from “OCB-O” to “OCB-I” based on the modification indices (228.83) as well as theoretical consideration. The newly added path led to a decrease in the Chi-square ($\Delta\chi^2$) of 280.50, which is greater than the critical value of χ^2 with one degree of freedom (3.84). The fit indices, including χ^2/df , RMSEA, CFI, IFI, showed improvement, but χ^2/df was slightly above the threshold values. The SRMR, NFI and RFI remained the same as Model 1.

The model was further modified based on the modification indices and theoretical consideration. The path from “OCB-I” to “OCB-C” was added, which led to a significant decrease of χ^2 value (301.63). With the addition of this path, all the modification indices were below the cutting values. The χ^2/df value dropped from 5.08 to 4.94. The CFI, IFI, NFI and RFI remained the same, RMSEA dropped from 0.80 to 0.079, and SRMR dropped from 0.10 to 0.091.

Model 3 was then further modified by adding “Emotion” to “OCB-I” as suggested by the modification index of LISREL output. In Model 4, RMSEA dropped from 0.079 to 0.078 and SRMR dropped from 0.091 to 0.090. All the other fit indices remained the same.

In the end, Model 4 was considered to be the preferred model, with all the fit indices being below the cutting values ($\chi^2=11962.20$ ($p=0.0$), $\text{df}=2420$, $\chi^2/\text{df}=4.94$, $\text{RMSEA}=0.078$, $\text{SRMR}=0.090$, $\text{CFI}=0.96$, $\text{IFI}=0.96$, $\text{NFI}=0.95$, $\text{RFI}=0.94$). This suggested that Model 4 represented a substantial improvement in the model fit over the initial model.

Table 16. Fit Statistics for the Structural Models

Model	χ^2	Prob.	df	χ^2/df	RMSEA	SRMR	CFI	IFI	NFI	RFI
M1	12581.59	0.0	2423	5.19	0.082	0.10	0.95	0.95	0.95	0.94
M2	12301.03	0.0	2422	5.08	0.080	0.10	0.96	0.96	0.95	0.94
M3	11999.40	0.0	2421	4.94	0.079	0.091	0.96	0.96	0.95	0.94
M4	11962.20	0.0	2420	4.94	0.078	0.090	0.96	0.96	0.95	0.94

M1: Initial Model

M2: Add OCB-O to OCB-I

M3: Add OCB-I to OCB-C

M4: Add Emotion to OCB-I

Factor Loadings, CR and AVE Values

Since a satisfactory overall model fit was obtained, the structural model was further examined for individual factor loading, CR and AVE values.

The factor loading estimates of the structural model were examined to ensure that they had not changed substantially from the CFA model. Table 17 summarizes the factor loadings of all the indicators for each construct for the full model. Only very minor changes occurred in the standard loadings. The value of the changes in most of the indicators was less than 0.03, and less than 0.05 in all cases, which indicated parameter stability among the measured items in the structural model. All CR values have exceeded the 0.70 threshold value, and the AVE values, except that of Conscientiousness, Individualism-collectivism Orientation, and OCB-O have AVE values close to but lower than 0.50 ((Hair et al., 1998).

Table 17. The Full Model SEM Measurement Indicators

Constructs & Indicators	Loading	T-value	CR	AVE
<i>Conscientiousness</i>			0.78	0.47
I am a very organized person.	0.63	15.49		
I am a very efficient person.	0.71	19.62		
I am a very systematic person.	0.68	18.76		
I am a very practical person.	0.73	20.44		
<i>Empathy</i>			0.77	0.54
I try to understand my friends better from their perspective.	0.62	16.80		
Seeing warm, emotional scenes makes me teary-eyed.	0.72	20.51		
I am a very soft-hearted person.	0.84	24.71		
<i>Impression Management</i>			0.74	0.51
I think it is important to avoid looking bad in front of others.	0.92	27.90		
I think it is important to look better than my coworkers.	0.74	21.42		
I am afraid to appear irresponsible.	0.37	9.73		
<i>Individualism-collectivism Orientation</i>			0.79	0.49
I prefer to work with others rather than to work alone	0.73	20.95		
I like it when my coworkers work together with each other.	0.72	20.37		
I believe that people need to make sacrifices for the sake of others.	0.62	17.03		
I think people should cooperate with each other rather than work on their own.	0.72	20.50		
<i>Leader-member Exchange</i>			0.92	0.65
My immediate supervisor understands the problems associated with my position.	0.83	27.12		
My immediate supervisor knows my potential.	0.85	28.07		
My immediate supervisor will use authority to help me solve work problems.	0.68	20.31		
My immediate supervisor would protect me if needed.	0.80	25.48		
I have a good working relationship with my immediate supervisor.	0.84	27.59		
I know how satisfied my immediate supervisor is with my performance.	0.83	27.09		
<i>Coworker Exchange</i>			0.93	0.70
My coworkers support my goals and values at work.	0.80	25.63		
My coworkers will help me when I have a problem.	0.83	27.07		
My coworkers really care about my well-being.	0.83	27.17		
My coworkers are willing to assist me to perform better.	0.90	30.66		
My coworkers care about my opinions.	0.87	28.91		
My coworkers will compliment my accomplishments at work.	0.80	25.51		
<i>Customer-employee Exchange</i>			0.87	0.58
Most of our guests are polite.	0.70	20.80		
I feel that my services are appreciated by our guests.	0.78	22.37		
I rarely receive complaints from our guests.	0.49	13.43		
I feel our guests are satisfied with the services provided by our hotel.	0.90	30.32		
I feel our guests are happy to stay in our hotel.	0.88	29.51		
<i>Empowerment</i>			0.92	0.79
I have significant autonomy in deciding how to do my job.	0.87	30.19		
I can decide on my own how to do my work.	0.91	28.24		
I have considerable independence and freedom in doing my job.	0.88	29.50		

<i>OCB-O</i>			0.85	0.44
I will give advanced notice if I cannot come to work.	0.57	16.33		
My attendance at work is above the required level.	0.64	13.60		
I take fewer breaks than I deserve.	0.48	10.95		
I do not complain about unimportant things at work.	0.51	11.57		
I follow informal rules in order to maintain order.	0.47	10.88		
I protect our hotel's property.	0.81	15.79		
I say good things about our hotel when talking with outsiders.	0.85	16.22		
I promote the hotel's products and services actively.	0.82	15.84		
<i>OCB-I</i>			0.89	0.58
I help my coworkers when their workload is heavy.	0.71	21.99		
I help my coworkers who have been absent to finish their work.	0.73	18.67		
I take time to listen to my coworkers' problems and worries.	0.79	19.95		
I go out of my way to help new coworkers.	0.82	20.67		
I take personal interest in my coworkers.	0.74	18.88		
I pass along notices and news to my coworkers.	0.78	19.85		
<i>OCB-C</i>			0.92	0.58
I always have a positive attitude at work.	0.64	18.93		
I am always exceptionally courteous and respectful to customers.	0.83	18.74		
I follow customer service guidelines with extreme care.	0.85	19.07		
I respond to customer requests and problems in a timely manner.	0.82	18.45		
I perform duties with very few mistakes.	0.71	16.60		
I conscientiously promote products and services to customers.	0.76	17.42		
I contribute many ideas for customer promotions & communications.	0.72	16.76		
I make constructive suggestions for service improvement.	0.73	16.86		
<i>Workplace Social Inclusion</i>			0.77	0.55
I feel I am an accepted part of my hotel.	0.89	28.95		
I feel I am included in most of the activities at work.	0.82	21.83		
Sometimes I feel like an outsider.	0.43	11.29		
<i>Positive Emotion</i>			0.87	0.68
I feel happy to go above and beyond in order to serve customers.	0.72	21.86		
I feel satisfied with myself if I satisfy my customers with exceptional services.	0.87	21.79		
I enjoy the process of meeting customers' needs.	0.88	21.90		
<i>Job Satisfaction</i>			0.91	0.76
Overall I am very satisfied with my job.	0.90	30.19		
If I have a chance to choose, I will choose my current job.	0.86	28.24		
I enjoy the work that I do.	0.86	29.12		
<i>Continuance Commitment</i>			0.86	0.67
Staying with my hotel is a necessity for me.	0.80	25.77		
Leaving the hotel will result in personal sacrifice.	0.80	22.39		
It would be hard for me to leave my hotel, even if I wanted to.	0.86	23.93		
<i>Intention to Stay</i>			0.88	0.65
I would turn down a job offer from another company if it came tomorrow.	0.82	26.73		
As far as I can see, I intend to stay with my current hotel.	0.76	22.48		
It is very important for me to spend the rest of my career in this hotel.	0.80	24.17		
I will stay at this hotel even if other hotels offer me higher pay and position.	0.84	25.75		

Evaluation of the Hypothesized Paths

After the overall structural model was evaluated, each individual path was examined. In social research a significance level of 5% ($t=\pm 1.96$) is usually used (Punch, 2004). Therefore, the paths with absolute t values equal to or greater than 1.96 were considered significant. Table 18 presented the standardized coefficients and t-values of all of the hypothesized paths in the model. The standardized coefficient showed the resulting change in an endogenous variable from a unit change in an exogenous variable, with all of the other exogenous variables being held constant. The sign of the coefficient indicated whether the two variables were moving in the same or opposite direction, and the t-value indicated whether the corresponding path coefficient was significantly different from zero. Coefficients with t-values above +1.96 or below -1.96 were considered as statistically significant.

Sixteen out of twenty paths reached statistical significance, and only four paths were not significant.

Social Exchanges and OCBs

H₁, H₂ and H₃ postulated the positive relationships between the three types of social exchanges and the three types/dimensions of OCBs. Leader-member Exchange had significant positive influence on hotel employees' OCB-O (*standardized coefficient* = .14, $P < .01$). Coworker Exchange had significant positive influence on hotel employees' OCB-I (*standardized coefficient* = .29, $P < .001$). Customer-employee Exchange had significant positive influence on hotel employees' OCB-C (*standardized coefficient* = .11, $P < .01$). This finding supported that social exchanges with the three groups of people,

namely leaders, coworkers and customers, were important sources of motivation for hotel employees to engage in various OCBs.

The implication is that hotel managers should treat hotel employees with respect and truly care about them so that employees could go above and beyond their role requirements. The finding also implies that coworkers and customers are also important sources of social exchanges. Employees could be motivated to go above and beyond from positive exchanges/communication with their coworkers and customers. Hotel managers may encourage teamwork and organize team-building activities so that the employees could know each other better and build better relationships. This in turn could foster citizenship behaviors between employees, which ultimately would benefit the organization. An interesting finding is that the social exchange between customers and employees could also be the source of motivation for hotel employees' citizenship behavior. This finding is encouraging since it leads to positive result to both customer service and employee well-being.

Impression Management and OCBs

H₄ and H₅ postulated the positive relationships between impression management and two types of OCBs. The results supported that there was a significant positive relationship between Impression Management and hotel employees' OCB-O (*standardized coefficient* = .22, *P* < .001), but not with OCB-I. The findings show that when a hotel employee had high level of impression management motivation, he/she would engage in OCBs toward the organization more frequently, but not engage in OCBs towards coworkers. This may be because that OCBs towards the organizations are more

visible to the leaders, thus influencing employees' performance appraisal, even promotion. However, OCBs to coworkers may not have such influence. The implication is by paying attention to the targets of OCBs, we could distinguish true citizenship behaviors of "good soldiers" from impression management behaviors.

Personality Traits and OCBs

H₆ and H₇ postulated positive relationships existed between Empathy and OCB-I and OCB-C. The results supported that there was a significant positive relationship between Empathy and OCBs towards coworkers (*standardized coefficient*=.23, *P*<.001), but did not support the positive relationship between Empathy and OCBs towards customers. People with empathy tend to think from other people's perspectives and would be more likely to engage in helping behavior. This explains why hotel employees with high level of empathy engaged in more citizenship behaviors towards their coworkers. On the other hand, citizenship behaviors towards customers were found to have no significant relationship with employees' level of empathy. This may be due to the reason that hotel employees may consider citizenship behaviors towards customers an inevitable part of their job, or the things that they have to do. Therefore, it was found to have no positive relationship with employees' level of empathy.

H₈ and H₉ hypothesized the positive relationships between Conscientiousness and OCB-O and OCB-C. The results supported that there was a significant positive relationship between Conscientiousness and OCB-O (*standardized coefficient*=.18, *P*<.01), and between Conscientiousness and OCB-C (*standardized coefficient*=.10, *P*<.01). The results implied that hotel employees who were more responsible were more

likely to perform OCBs towards organizations and customers. This finding is also consistent with previous researchers' findings (e.g. Ladd & Henry, 2000), and also enriched the existing literature by adding the OCBs towards customers into this relationship.

Empowerment and OCBs

H₁₀, H₁₁ and H₁₂ proposed that there were significant positive relationships between Empowerment and the three types/dimensions of OCB. The findings supported that there was significant positive relationship between Empowerment and employees' OCBs towards the organization (*standardized coefficient*=.37, *P*<.001) and OCBs towards coworkers (*standardized coefficient*=.07, *P*<.05). However, no significant relationship was found between Empowerment and employees' OCBs towards customers. This may be related to the unique nature of the hotel industry where customer service is the most important content to the hotel employees. In order to support the effective functioning of the daily operation, many hotels have empowered employees to provide high quality service. Situations would be rare if the employees needed more power to better serve a customer's need. However, compared to the attention paid to customer service, much less attention has been paid to individual employees. Therefore, there may be situations when the coworker needs help but individual employee may not be able to offer because he/she is not empowered to do so. There may also be situations that an employee wants to provide some suggestion to the organization, but his/her voice may not be heard because of the lower position level in the organization. The implication from this finding is that hotel managers need to give power to employees not only to

support customer-oriented citizenship behaviors but also support citizenship behaviors to coworkers and the organization.

OCBs and Consequences

H₁₃, H₁₄ and H₁₅ postulated the significant positive relationships between the three types/dimensions of OCB and employees' Continuance Commitment. The results supported the positive relationships between OCB-I and Continuance Commitment (*standardized coefficient*=.34, *P*<.01), and between OCB-C and Continuance Commitment (*standardized coefficient*=.19, *P*<.05) but did not support the relationship between OCB-O and Continuance Commitment. This may be because OCBs toward coworkers and customers could help build friendships. The friendships may foster the individual employee's continuance commitment with the organization. On the other hand, employees' OCBs to the organization may not be able to receive a timely feedback or reaction from the organization compared with the other two types of OCBs, therefore, did not have significant influence on employees' continuance commitment.

H₁₆ hypothesized that employees' OCBs towards coworkers could lead to their perceived workplace Social Inclusion. The result supported this relationship and there was a significant positive and strong relationship between the two constructs (*standardized coefficient*=.71, *P*<.001). This may be due to the fact that OCBs towards coworkers helped develop friendships and the sense of belonging, therefore, leading to employees' perceived social inclusion in the organization. The implication from this finding is that managers should encourage employees to help each other and help to build teamwork spirit. This could not only help the employees to better perform service tasks,

but also helps the employees to get used to the organization. Further, it could help the organization to retain employees.

H₁₇ hypothesized that employees' OCBs towards customers could lead to employees' Positive Emotion. The result supported this hypothesis (*standardized coefficient* = .89, *P* < .001), suggesting there was a significant positive and very strong relationship between employees' OCB-C and their positive emotion. This finding suggested that employees going above and beyond the job prescription to provide service to customers could also make those employees happy. This finding is very encouraging especially when considering the low payment and long hours of the hotel industry. It is good to know that serving customers and creating customer satisfaction could bring the employee a good mood.

H₁₈, H₁₉ and H₂₀ postulated the positive relationships between Social Inclusion, Positive Emotion, Continuance Commitment and Intention to Stay. The results supported that there was a significant positive relationship between Social Inclusion and Intention to Stay (*standardized coefficient* = .09, *P* < .05), Positive Emotion and Intention to Stay (*standardized coefficient* = .09, *P* < .05) and Continuance Commitment and Intention to Stay (*standardized coefficient* = .69, *P* < .001). The strength of the relationships, however, varied greatly. Social Inclusion and Positive Emotion had relatively weaker influence (*standardized coefficient* = .09) on employees' Intention to Stay, while Continuance Commitment had much stronger influence on employees' Intention to Stay. This finding suggested that in the hotel setting, employees stayed with the current organization more likely because they "had to" stay, but less likely because they "desired" to stay. This is understandable considering the characteristics of the hotel jobs.

Table 18. Summary of Hypothesized Paths Testing-Main Effects

Hypothesized Paths	Standard Coefficient	T-value	Result
H ₁ : Leader-member Exchange → OCB-O	0.14	3.12**	Supported
H ₂ : Coworker Exchange → OCB-I	0.29	7.74***	Supported
H ₃ : Customer-employee Exchange → OCB-C	0.11	3.46**	Supported
H ₄ : Impression Management → OCB-O	0.22	4.88***	Supported
H ₅ : Impression Management → OCB-I	-0.03	-0.82	Not Supported
H ₆ : Empathy → OCB-I	0.23	6.03***	Supported
H ₇ : Empathy → OCB-C	-0.07	-2.10*	Not Supported
H ₈ : Conscientiousness → OCB-O	0.18	3.53**	Supported
H ₉ : Conscientiousness → OCB-C	0.10	2.92**	Supported
H ₁₀ : Empowerment → OCB-O	0.37	7.64***	Supported
H ₁₁ : Empowerment → OCB-I	0.07	1.98*	Supported
H ₁₂ : Empowerment → OCB-C	0.00	-0.12	Not Supported
H ₁₃ : OCB-O → Continuance commitment	-0.13	-1.41	Not Supported
H ₁₄ : OCB-I → Continuance commitment	0.34	3.02**	Supported
H ₁₅ : OCB-C → Continuance commitment	0.19	2.07*	Supported
H ₁₆ : OCB-I → Social inclusion	0.71	17.17***	Supported
H ₁₇ : OCB-C → Positive emotion	0.89	15.01***	Supported
H ₁₈ : Social Inclusion → Intention to Stay	0.09	2.43*	Supported
H ₁₉ : Positive Emotion → Intention to Stay	0.09	2.33*	Supported
H ₂₀ : Continuance Commitment → Intention to Stay	0.69	16.56***	Supported
Model Fit Indices: df=2420, $\chi^2=11962.20$, RMSEA=.078, CFI=.96, SRMR=.90			

* $p < .05$; ** $p < .01$; *** $p < .001$

Summary

The results of the paths analysis suggested that the motivational mechanism of employees' OCB is a complex process and could be influenced by various factors. The findings supported that employees' OCBs could be motivated by both altruistic and egoistic motivations as well as contextual factors (Figure 5).

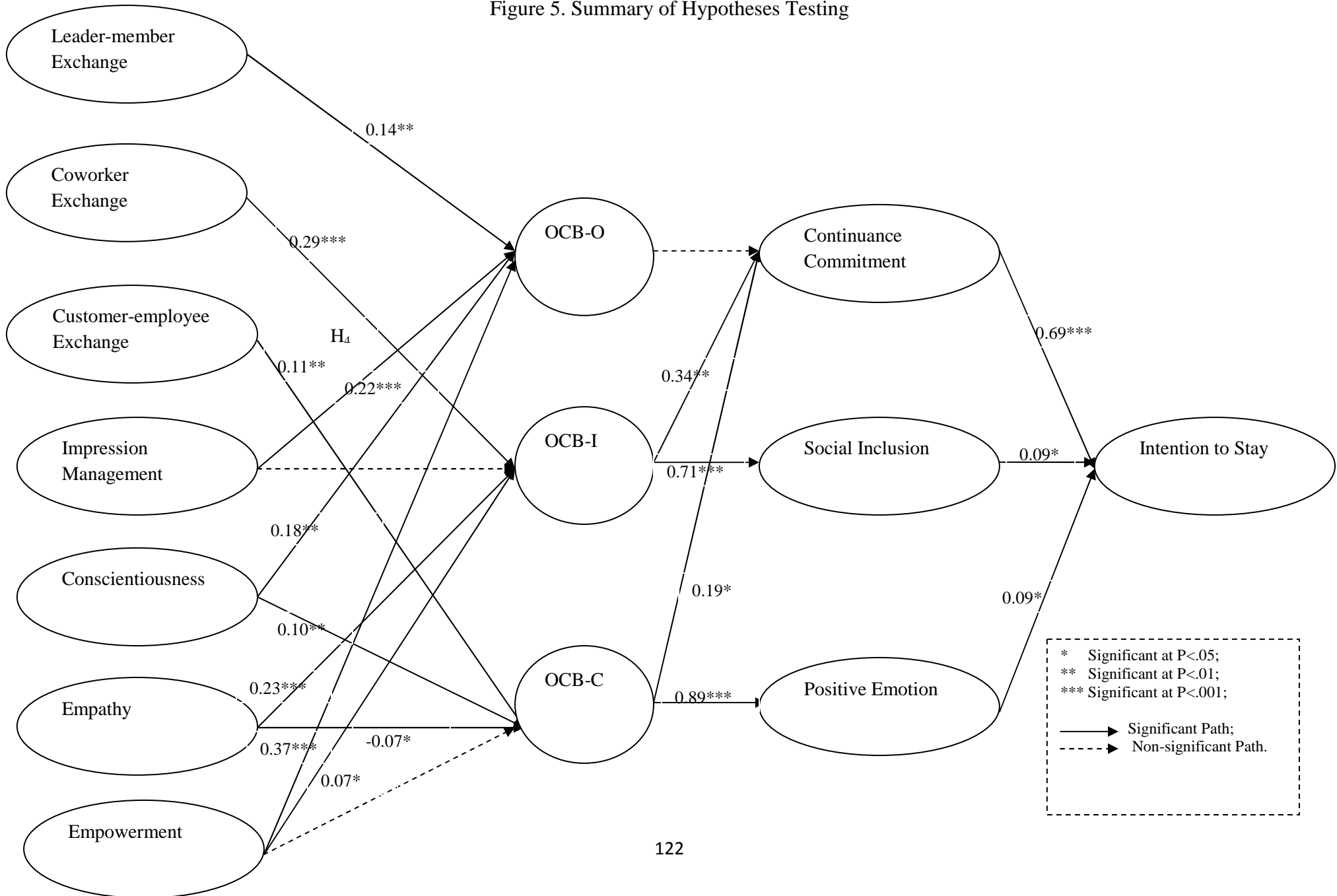
For egoistic motivations, social exchanges with the three groups of people in the hotel contexts, leaders, coworkers and customers, were found to be important motivators for employees' three types of OCBs. This finding also supported previous researchers' claims that employees were expected to have stronger reciprocal behaviors back to the

source of such treatment (Scott, 2007), since the three types of social exchanges were positively related to the three types of OCBs towards each specific source of social exchange. Impression Management was found to be an important motivator for OCB-O but not for OCB-I. Personality traits were found to be important motivators for the three types of OCBs.

A further evaluation of the results showed that Auguste Comte's theory of altruistic and egoistic Motivation could explain employees' OCB motivation very well. It is safe to conclude that employees' OCBs could be influenced by both altruistic and egoistic motivations.

The finding also indicated that in addition to benefiting the organization as traditionally considered, performing OCBs also benefits the employees in terms of positive emotions and social well-being, thus helping to retain employees within the organization.

Figure 5. Summary of Hypotheses Testing



Moderating Effects Testing

This study had four moderators, including Culture (in the holistic sense), Individualism-collectivism Orientation, Impression Management and Empowerment. Multi-group SEM was performed to test the moderating effects of each of the four moderators on each of the twenty paths in the hypothesized model. The following section presents the findings on moderating effects of each moderator.

Culture

Culture's moderating effects were tested using a multi-group SEM approach. Culture was categorized into two sub groups: Eastern Culture (China as representative, n=407) and Western Culture (The U.S. as representative, n=314). The unconstrained model (baseline model or free model) was to allow all the hypothesized paths to vary across employees from Eastern Culture and employees from Western Culture. Later, the constrained model, which allowed only the hypothesized paths constrained to be equal across the two subgroups were compared (Joreskog & Sorbom, 1993; Tavitiyaman, 2009).

Table 19 summarized the results of culture's moderating effects. Culture moderated fourteen out of twenty paths, and did not moderate the rest of the eleven paths.

Culture's Moderation on Social Exchanges and OCBs

Culture was found to moderate the relationships between two types of social exchanges (*Leader-member Exchange and Coworker Exchange*) and two types of OCBs

(*OCB-O and OCB-I*). For the Leader-member Exchange → OCB-O path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=19.32, p<.001$). This supported Mc₁: Culture moderates the relationship between Leader-member Exchange and hotel employees' OCB-O. The standardized coefficients showed that the relationship between Leader-member Exchange and OCB-O was stronger for employees from the Eastern culture than employees from the Western culture. This may be due to the fact the people from Eastern cultures, such as China, Korea and Japan have relatively greater power distance, and have more respect to authority (Hofstede, 1980; Earley, 1989). As a result, the relationship or exchange with leaders may have a greater impact on their citizenship behaviors compared with their U.S. counterparts.

The Chi-square difference between the free and constraint models of the path Coworker Exchange → OCB-I was statistically significant ($\Delta\chi^2=15.47, P<.001$), which supported hypothesis Mc₂: Culture moderates the relationship between Coworker Exchange and employees' OCB-I. The standardized coefficients showed that coworker exchange had a much stronger influence on employees' OCB-I among Western employees (*standardized coefficient*=.40, $p<.001$) than Eastern employee (*standardized coefficient*=.18, $p<.05$). This may be due to the fact the Westerners are more individualism oriented, and people are believed to be equal to each other. Therefore, coworkers, rather than leaders, could have a stronger influence on Western employees' OCBs compared with Eastern employees.

The Chi-square difference between the free and constraint models of the path Customer-employee Exchange → OCB-C was not statistically significant ($\Delta\chi^2=.05$,

$P > .05$), which rejected hypothesis Mc_3 : Culture moderates the relationship between Customer-employee Exchange and employees' OCB-C. This finding suggested that there was no significant difference on customer-employee exchange's influence on employees' OCBs towards customers.

The following Figure 6 illustrated how culture moderated the relationships between the three types of social exchanges and the three types of OCBs.

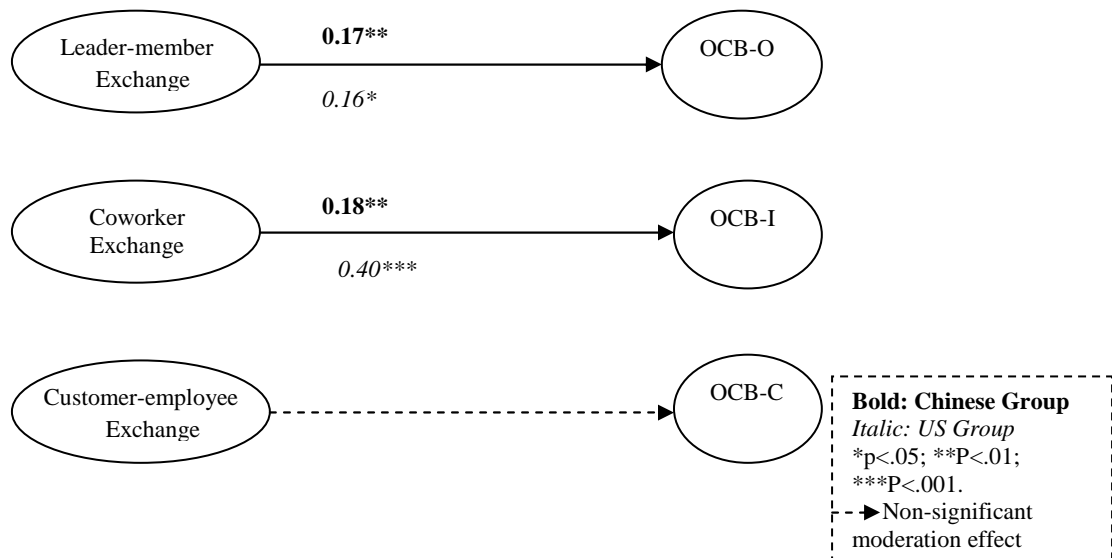


Figure 6. Culture's Moderating Effect on Social Exchanges and OCBs

Culture's Moderation on Impression Management and OCBs

Culture was found to moderate the relationship between Impression Management the two types of OCBs, OCB-O and OCB-I (Figure 7).

The Chi-square difference between the free and constraint models of the path Impression Management \rightarrow OCB-O was statistically significant ($\Delta\chi^2 = 97.24, P < .001$), which supported hypothesis Mc_4 : Culture moderates the relationship between Impression Management and employees' OCB-O. The standardized coefficients showed that

impression management had significant influence on employees' OCB-O among Western employees (*standardized coefficient* = .33, $p < .001$) but did not have significant influence on Eastern employee (*standardized coefficient* = -.03, $p > .05$). This finding supported this study's assumption that certain motivation, Impression Management in this case, may not be able to influence employees' OCBs in different cultures. In another word, OCB motivation may be a culturally specific phenomenon.

A similar situation happened on the path Impression Management → OCB-I. The Chi-square difference between the free and constraint models was statistically significant ($\Delta\chi^2 = 90.14$, $P < .001$), which supported hypothesis Mc₅: Culture moderates the relationship between Impression Management and employees' OCB-I. The standardized coefficients showed that impression management had significant influence on employees' OCB-I among Western employees (*standardized coefficient* = .03, $p < .05$) but did not have significant influence on Eastern employees (*standardized coefficient* = -.02, $p > .05$). This finding supported this study's assumption that certain motivation, Impression Management in this case, may not be able to influence employees' OCBs in different cultures. In another word, OCB motivation may be a culturally specific phenomenon.

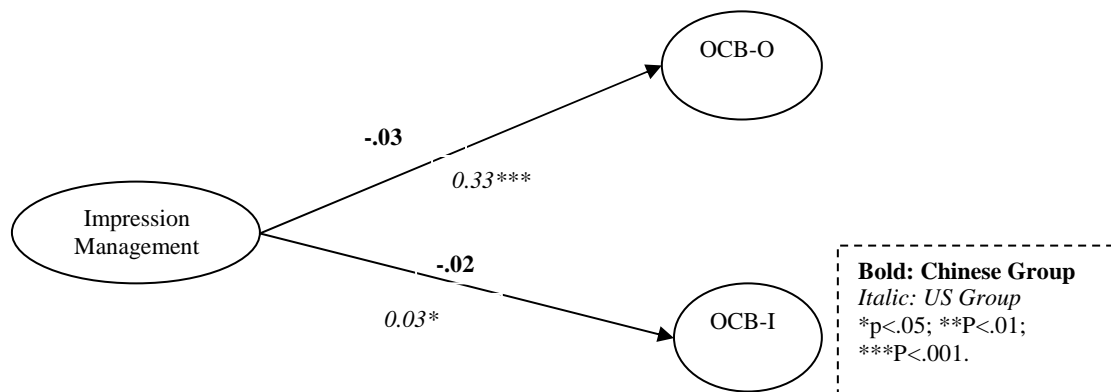


Figure 7. Culture's Moderating Effect on Impression Management and OCBs

Culture's Moderation on Personality Traits and OCBs

Culture was found to moderate the relationships between Empathy and two types of OCBs (*OCB-I and OCB-C*). It also moderated the relationship between Conscientiousness and OCB-O, but did not moderate the relationship between Conscientiousness and OCB-C (Figure 8).

For the Empathy → OCB-I path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=4.07, P<.05$). This supported M_{c6} : Culture moderated the relationship between Empathy and hotel employees' OCB-I. The standardized coefficients showed that Empathy has a much stronger influence on OCB-I in Eastern culture (*standardized coefficient*=.76, $p<.001$) than in Western culture (.33, $p<.001$).

For the Empathy → OCB-C path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=9.17, P<.01$). This supported M_{c7} : Culture moderated the relationship between Empathy and hotel employees' OCB-C. The standardized coefficients showed that Empathy has a much stronger influence on OCB-C in Eastern culture (*standardized coefficient*=.71, $p<.001$) than in Western culture (.38, $p<.001$).

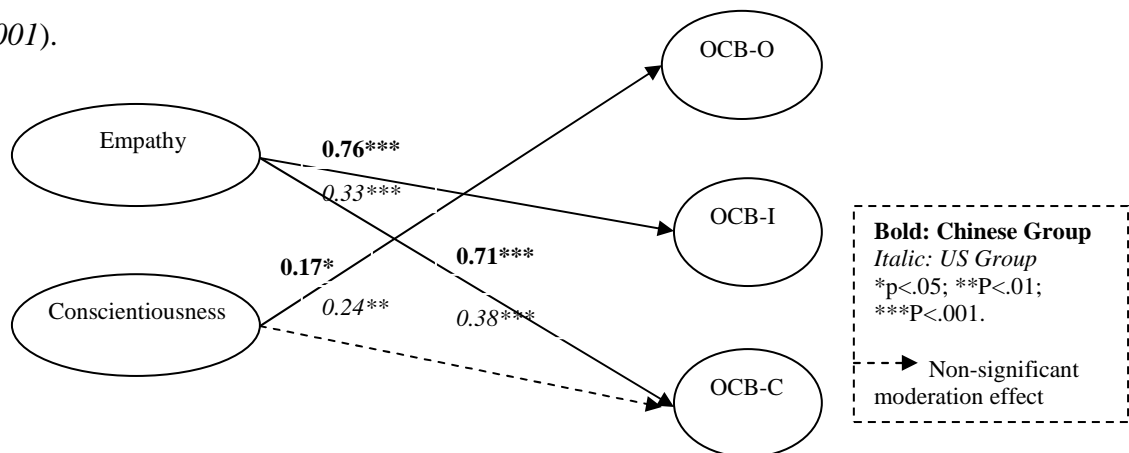


Figure 8. Culture's Moderating Effect on Personality Traits and OCBs

The finding that Empathy influenced hotel employees' OCB-I and OCB-C differently may be due to the fact the people from Eastern culture place more value on relationships and building harmony in the society compared with their Western counterpart.

Culture's Moderation on Empowerment and OCBs

Culture was found to moderate the relationship between Empowerment and employees' OCBs towards customers, but did not moderate the relationships between Empowerment and OCBs towards the organization and coworkers (Figure 9).

For the Empowerment → OCB-C path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=3.34, P<.10$). This supported M_{c12} : Culture moderated the relationship between Empowerment and hotel employees' OCB-C. The standardized coefficients showed that Empowerment significantly influenced Western hotel employees' OCB-C (*standardized coefficient* = .31, $P<.001$), but did not significantly influence Eastern hotel employees' OCB-C.

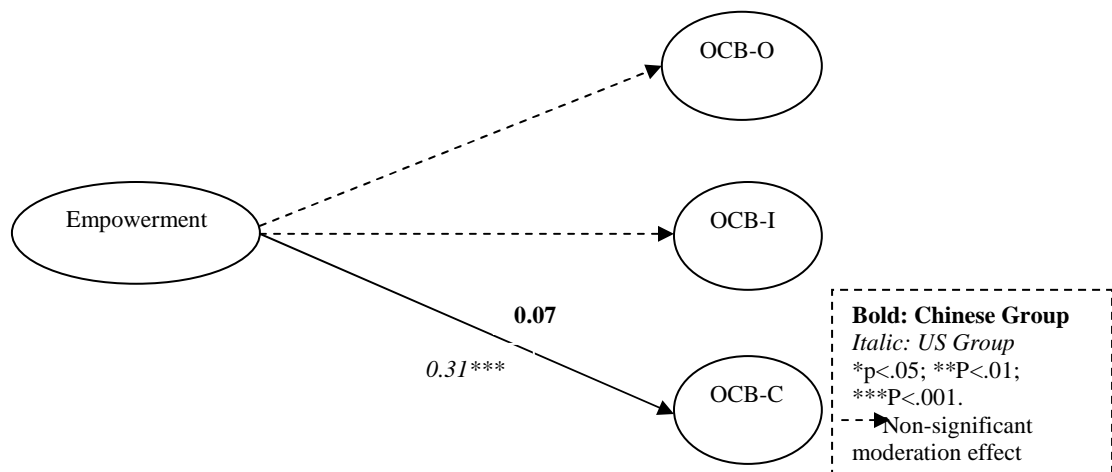


Figure 9. Culture's Moderating Effect on Empowerment and OCBs

Culture's Moderation on OCBs and Consequences

Culture was found to moderate the relationships between the three types of OCBs (*OCB-O*, *OCB-I* and *OCB-C*) and hotel employees' Continuance Commitment (Figure 10).

For the *OCB-O* → Continuance Commitment path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=48.1$, $P<.001$). This supported M_{c13} : Culture moderated the relationship between hotel employees' *OCB-O* and their Continuance Commitment. The standardized coefficients showed that *OCB-O* had stronger influence on Western hotel employees' Continuance Commitment (*standardized coefficient* = .41, $P<.001$) than on Eastern hotel employees (*standardized coefficient* = -.18, $P<.01$). In addition, this relationship was negative in Eastern culture. The initial assumption of this study was that the more extra contribution that the employees made, the harder it would be for the employee to leave the current organization. The results may be due to the different perception of *OCB-O* between Eastern and Western employees. Most Eastern employees would consider many OCBs to the organization would be necessary, while Western employees would consider those as extra role behaviors. Due to this perceptual difference, it is more likely for Western employees to build Continuance Commitment when engaging in more OCBs towards the organization.

The other two types of OCBs (*OCB-I* and *OCB-C*), however, were found to have stronger influence on Eastern hotel employees' Continuance Commitment than on Western employees'. For the *OCB-I* → Continuance Commitment path, the Chi-square difference between the free and the constraint models was statistically significant

($\Delta\chi^2=17.95, P<.001$). This supported M_{c14} : Culture moderated the relationship between hotel employees' OCB-I and their Continuance Commitment. A detailed look showed that OCB-I significantly influenced Eastern hotel employees' Continuance Commitment (*standardized coefficient*=.20, $P<.05$) but did not significantly influence Western hotel employees' Continuance Commitment. Similar finding on the path OCB-C → Continuance Commitment, where OCB-C significantly influenced Eastern hotel employees' Continuance Commitment (*standardized coefficient*=.55, $P<.001$) but did not significantly influence Western hotel employees' Continuance Commitment. Therefore, hypothesis M_{c15} was also supported. This may be due to the fact the Eastern people value relationships more than Western people. Therefore, when hotel employees engage in more OCB-I and OCB-C, those activities may help them build relationships/friendships within and outside the hotels. This in turn helps to increase hotel employees' Continuance Commitment.

Culture was found not to moderate the relationship between OCB-I and Social Inclusion. A detailed look at the coefficients showed that in both Eastern and Western culture, OCB-I had a strong and positive influence on hotel employees' perception of Social Inclusion.

Culture was found to significantly moderate the relationship between OCB-C and Positive Emotion. The Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=3.31, P<.10$), which supported hypothesis M_{c17} : Culture moderated the relationship between OCB-C and hotel employees' Positive Emotion. A detailed look at the coefficients showed that OCB-C had stronger influence on employees' Positive Emotion in Eastern culture (*standardized coefficient*=.80, $P<.001$)

than in Western culture (*standardized coefficient*=.74, *P*<.001). This suggested that Eastern hotel employees found more happiness through serving customers above and beyond their role requirements.

Culture did not moderate the relationship between Positive Emotion and Intention to Stay, but did significantly moderate the relationships between Social Inclusion and Intention to Stay, and between Continuance Commitment and Intention to Stay. Social Inclusion was found to have stronger influence on Intention to Stay among Western hotel employees (*standardized coefficient*=.22, *P*<.001) than Eastern employees (*standardized coefficient*=.19, *P*<.001). Continuance Commitment was found to have stronger influence on Intention to Stay among Eastern hotel employees (*standardized coefficient*=.80, *P*<.001) than Western employees (*standardized coefficient*=.61, *P*<.001). This suggests that Social Inclusion is a stronger predictor for Western employees' Intention to Stay than Eastern employees, while Continuance Commitment is a stronger predictor for Eastern employees than Western employees.

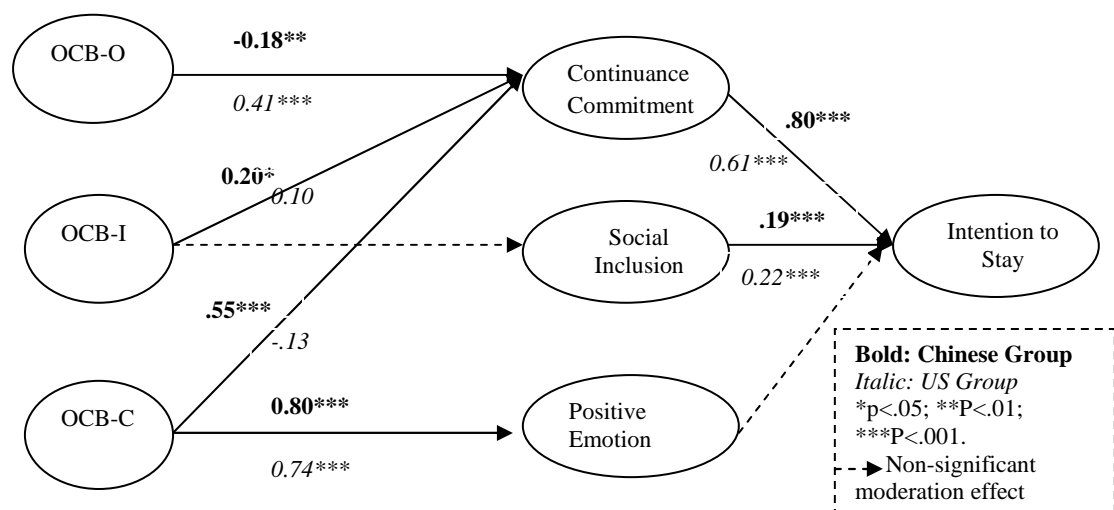


Figure 10. Culture's Moderating Effect on OCBs and Consequences

Table 19. Culture's Moderating Effect Using Multi-group SEM

Model	Chi-square Statistics	Chi-square Difference	Coefficients (T-values)		Hypotheses Testing
			Eastern (n=407)	Western (n=314)	
M _b : Baseline Model	24258.34 (df=4965)				
M _{c1} : Leader-member Exchange → OCB-O	24277.66 (df=4966)	M _{c1} -M _b $\Delta\chi^2=19.32$, df=1, P<.001	.17 (2.82**)	.16 (2.43*)	Supported
M _{c2} : Coworker Exchange → OCB-I	24273.81 (df=4966)	M _{c2} -M _b $\Delta\chi^2=15.47$, df=1, P<.001	.18 (2.96**)	.40 (6.67***)	Supported
M _{c3} : Customer-employee Exchange → OCB-C	24258.39 (df=4966)	M _{c3} -M _b $\Delta\chi^2=.05$, df=1, P>.05	.22 (3.44)	.22 (4.17)	Rejected
M _{c4} : Impression Management → OCB-O	24355.58 (df=4966)	M _{c4} -M _b $\Delta\chi^2=97.24$, df=1, P<.001	-.03 (-.56)	.33 (5.58***)	Supported
M _{c5} : Impression Management → OCB-I	24348.48 (df=4966)	M _{c5} -M _b $\Delta\chi^2=90.14$, df=1, P<.001	-.02 (-.38)	.03(2.51*)	Supported
M _{c6} : Empathy →OCB-I	24262.41 (df=4966)	M _{c6} -M _b $\Delta\chi^2=4.07$, df=1, P<.05	.76 (7.48***)	.33 (4.68***)	Supported
M _{c7} : Empathy →OCB-C	24267.51 (df=4966)	M _{c7} -M _b $\Delta\chi^2=9.17$, df=1, P<.01	.71 (7.92***)	.38 (5.61 ***)	Supported
M _{c8} : Conscientiousness →OCB-O	24355.58 (df=4966)	M _{c8} -M _b $\Delta\chi^2=97.18$, df=1, P<.001	.17 (2.70*)	.24 (3.56**)	Supported
M _{c9} : Conscientiousness →OCB-C	24258.35 (df=4966)	M _{c9} -M _b $\Delta\chi^2=.01$, df=1, P>.05	.17 (2.70)	.24 (3.56)	Rejected
M _{c10} : Empowerment → OCB-O	24258.54 (df=4966)	M _{c10} -M _b $\Delta\chi^2=.20$, df=1, P>.05	.16 (2.65)	.39 (5.41)	Rejected
M _{c11} : Empowerment → OCB-I	24260.55 (df=4966)	M _{c11} -M _b $\Delta\chi^2=2.21$, df=1, P>.05	.02 (2.65)	.34(6.41)	Rejected
M _{c12} : Empowerment → OCB-C	24261.68 (df=4966)	M _{c12} -M _b $\Delta\chi^2=3.34$, df=1, P<.10	.07 (1.26)	.31(5.69***)	Supported
M _{c13} : OCB-O → Continuance Commitment	24306.44 (df=4966)	M _{c13} -M _b $\Delta\chi^2=48.1$, df=1, P<.001	-.18 (-2.80**)	.41(4.86***)	Supported
M _{c14} : OCB-I → Continuance Commitment	24276.29 (df=4966)	M _{c14} -M _b $\Delta\chi^2=17.95$, df=1, P<.001	.20 (2.42*)	.10(1.28)	Supported
M _{c15} : OCB-C → Continuance Commitment	24261.70 (df=4966)	M _{c15} -M _b $\Delta\chi^2=3.36$, df=1, P<.10	.55 (6.14***)	-.13(-1.64)	Supported
M _{c16} : OCB-I → Social Inclusion	24259.14 (df=4966)	M _{c16} -M _b $\Delta\chi^2=.8$, df=1, P>.05	.67 (10.01)	.64(9.19)	Rejected
M _{c17} : OCB-C → Positive Emotion	24261.73 (df=4966)	M _{c17} -M _b $\Delta\chi^2=3.31$, df=1, P<.10	.80 (9.38***)	.74(10.01***)	Supported
M _{c18} : Social Inclusion → Intention to Stay	24270.69 (df=4966)	M _{c18} -M _b $\Delta\chi^2=12.35$, df=1, P<.001	.19(4.48***)	.22(4.03***)	Supported
M _{c19} : Positive Emotion → Intention to Stay	24259.06 (df=4966)	M _{c19} -M _b $\Delta\chi^2=.69$, df=1, P>.05	-.01 (-.20)	.18(3.45)	Rejected
M _{c20} : Continuance Commitment → Intention to Stay	24279.44 (df=4966)	M _{c20} -M _b $\Delta\chi^2=21.1$, df=1, P<.001	.80 (14.15***)	.61(9.48***)	Supported

* $p < .05$; ** $p < .01$; *** $p < .001$

Individualism-collectivism Orientation

Individualism-collectivism Orientation (use I-C Orientation here and after)'s moderating effects were investigated using a multi-group SEM approach. I-C Orientation was categorized into two sub groups: Individualism Orientation Group ($n=316$) and Collectivism Orientation Group ($n=405$). The unconstrained model (baseline model or free model) was to allow all the hypothesized paths vary across employees from Individualism Oriented culture and employees from Collectivism Oriented culture. Later, the constrained model, which allowed only the hypothesized paths constrained to be equal across the two subgroups were compared (Joreskog and Sorbom, 1993; Tavitiyaman, 2009).

Table 20 summarizes the results of I-C Orientation's moderating effects. I-C Orientation moderated eleven out of twenty paths.

I-C Orientation's Moderation on Social Exchanges and OCBs

I-C Orientation was found not to moderate the relationships between the three types of social exchanges (*Leader-member Exchange, Coworker Exchange and Customer-employee Exchange*) and the three types of OCBs (*OCB-O, OCB-I and OCB-C*). No significant Chi-square differences were found between the free and the constraint models. This finding rejected the three hypotheses M_{01} , M_{02} and M_{03} , suggesting that I-C Orientation did not moderate the relationships between social exchanges and OCBs. Linking with previous findings on Culture's moderating effect that Culture moderated two out of three social exchanges with the OCBs, the finding implied that the I-C

Orientation dimension was not the key dimension the distinguished Eastern and Western difference in OCB motivation (Figure 11).

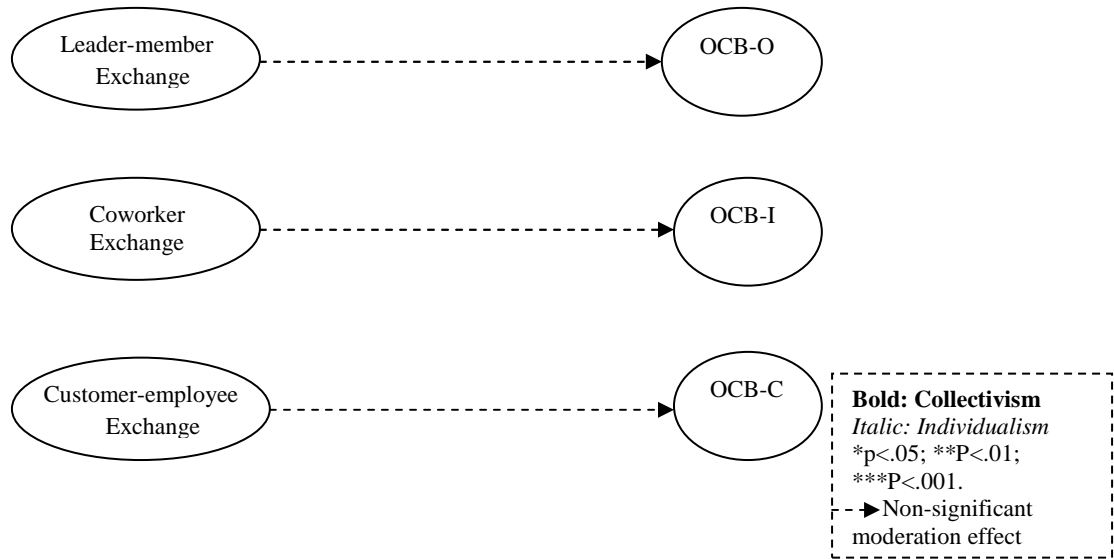


Figure 11. I-C Orientation's Moderating Effect on Social Exchanges and OCBs

I-C Orientation's Moderation on Impression Management and OCBs

I-C was found to moderate the relationship between Impression Management and the two types of OCBs, OCB-O and OCB-I (Figure 12).

The Chi-square difference between the free and constraint models of the path Impression Management → OCB-O was statistically significant ($\Delta\chi^2 = -106.5, P < .001$), which supported hypothesis M₀₄: I-C Orientation moderates the relationship between Impression Management and employees' OCB-O. The standardized coefficients showed that impression management had significant influence on employees' OCB-O among collectivism-oriented employees (*standardized coefficient* = .18, *p* < .01) but did not have

significant influence on Individualism Oriented employee (*standardized coefficient*=.06, $p>.05$).

For the path Impression Management → OCB-I, the Chi-square difference between the free and constraint models was statistically significant ($\Delta\chi^2=10.04$, $P<.01$), which supported hypothesis M₀₅: I-C Orientation moderates the relationship between Impression Management and employees' OCB-I. The standardized coefficients showed that impression management had significant positive influence on employees' OCB-I among collectivism-oriented employees (*standardized coefficient*=.27, $p<.001$) but significant negative influence on individualism-oriented hotel employee (*standardized coefficient*=-.15, $p<.01$). This may be due to the fact the people from collectivism-oriented societies place more value on relationships with leaders and coworkers compared to people from individualism-oriented societies. Therefore, collectivism-oriented employees may place more value on leaving a good impression and that engaging in OCBs would be a good way to build their images. As a result, Impression Management motivation had a stronger influence on collectivism-oriented employees rather than on individualism-oriented employees.

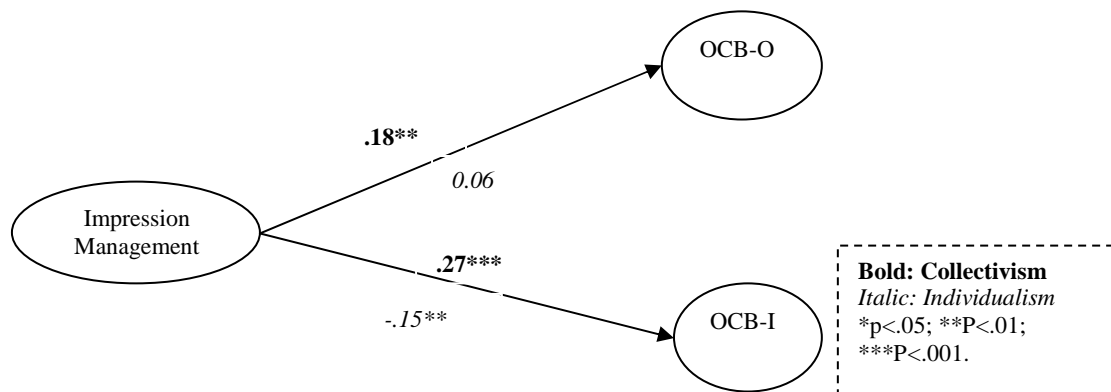


Figure 12. I-C Orientation's Moderating Effect on Impression Management and OCBs

I-C Orientation's Moderation on Personality Traits and OCBs

I-C Orientation was found not to moderate the relationships between Empathy and two types of OCBs (*OCB-I* and *OCB-C*). This finding rejected the two hypotheses M_{06} and M_{07} (Figure 13).

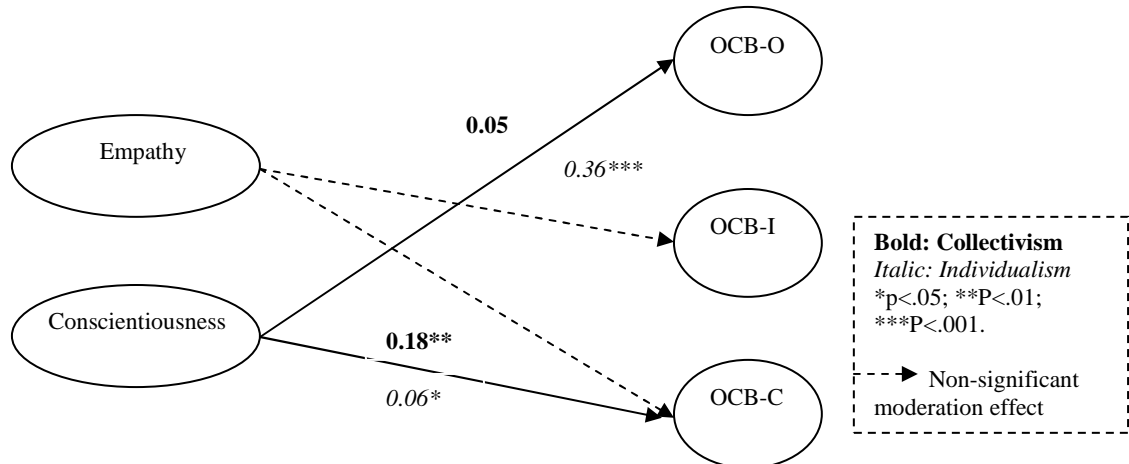


Figure 13. I-C Orientation's Moderating Effect on Personality Traits and OCB

I-C Orientation was found to moderate the relationships between Conscientiousness and the two types of OCBs (*OCB-O* and *OCB-C*). For the Conscientiousness \rightarrow OCB-O path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2 = -24.29, P < .001$). This supported M_{08} : I-C Orientation moderated the relationship between Conscientiousness and hotel employees' OCB-O. The standardized coefficients showed that Conscientiousness had significant positive influence on OCB-O in individualism-oriented culture (*standardized coefficient* = $.36, p < .001$) but did not have significant influence in collectivism-oriented culture (*standardized coefficient* = $.05, p > .05$).

For the Conscientiousness \rightarrow OCB-C path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2 = -32.51, P < .001$). This

supported M₀₉: I-C Orientation moderated the relationship between Conscientiousness and hotel employees' OCB-C. The standardized coefficients showed that Conscientiousness had significant positive influence on OCB-C in Collectivism Oriented culture (*standardized coefficient*=.18, *p*<.01) but did not have significant influence in Individualism Oriented culture (*standardized coefficient*=.06, *p*>.05).

I-C Orientation's Moderation on Empowerment and OCBs

I-C Orientation was found to moderate the relationship between Empowerment and employees' OCBs towards the organization (OCB-O) and customers (OCB-C), but did not moderate the relationships between Empowerment and OCBs towards coworkers. This rejected hypothesis M₀₁₁: I-C Orientation moderated the relationship between Empowerment and hotel employees' OCB-I (Figure 14).

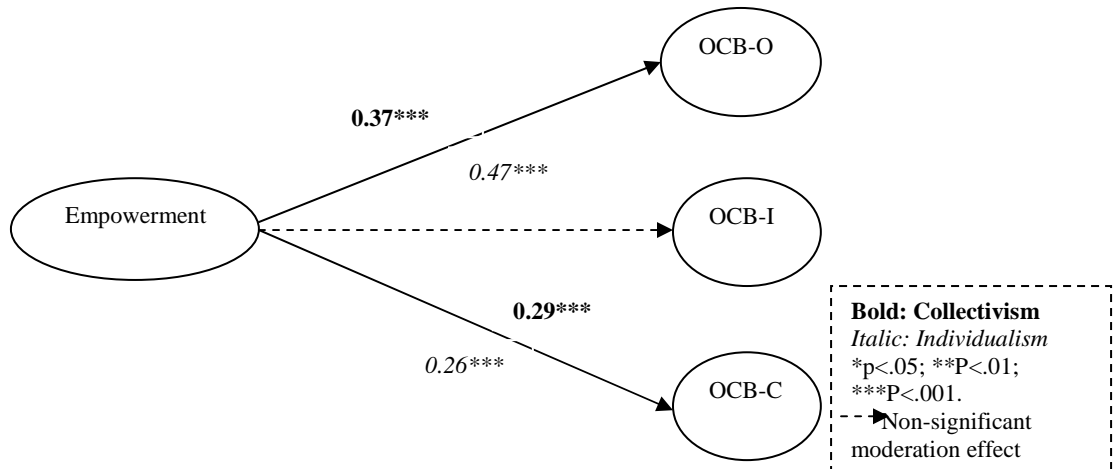


Figure 14. I-C Orientation's Moderating Effect on Empowerment and OCBs

For the Empowerment → OCB-O path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=3.29, P<.10$). This supported M₀₁₀: I-C Orientation moderated the relationship between Empowerment and hotel employees' OCB-O. The standardized coefficients showed that Empowerment had stronger influence on OCB-O among individualism-oriented employees (*standardized coefficient*=.47, *P*<.001) compared with collectivism-oriented employees (*standardized coefficient*=.37, *P*<.001). This suggested that empowerment would be a more effective strategy to encourage employees to engage in OCB-O among individualism-oriented employees than collectivism-oriented employees.

For the Empowerment → OCB-C path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=3.14, P<.10$). This supported M₀₁₂: I-C Orientation moderated the relationship between Empowerment and hotel employees' OCB-C. The standardized coefficients showed that Empowerment had stronger influence on OCB-C among collectivism-oriented employees (*standardized coefficient*=.29, *P*<.001) compared with individualism-oriented employees (*standardized coefficient*=.26, *P*<.001). This suggested that empowerment would be a more effective strategy to encourage employees to engage in OCB-C among Collectivism Oriented employees than individualism-oriented employees.

The concept of empowering hotel employees originated in individualism-oriented cultures. The findings of this study suggested, however, the implementation of this strategy should consider the culture difference, since certain purposes may be better achieved through empowering employees in certain culture, while others may not.

I-C Orientation's Moderation on OCBs and Consequences

I-C Orientation was found to moderate the relationships between two types of OCBs (*OCB-O*, and *OCB-I*) and hotel employees' Continuance Commitment, but did not moderate the relationship between *OCB-C* and Continuance Commitment. This rejected hypothesis M₀₁₅: I-C Orientation moderated the relationship between employees' *OCB-C* and their Continuance Commitment (Figure 15).

For the *OCB-O* → Continuance Commitment path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=8.51$, $P<.01$). This supported M₀₁₃: I-C Orientation moderated the relationship between hotel employees' *OCB-O* and their Continuance Commitment. The standardized coefficients showed that *OCB-O* had significant positive influence on individualism-oriented employees' Continuance Commitment (*standardized coefficient*=.25, $P<.01$) but did not have significant influence on collectivism-oriented hotel employees' Continuance Commitment (*standardized coefficient*=-.09, $P>.05$).

For the *OCB-I* → Continuance Commitment path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=61.88$, $P<.001$). This supported M₀₁₄: I-C Orientation moderated the relationship between hotel employees' *OCB-I* and their Continuance Commitment. A detailed look showed that *OCB-I* significantly influenced collectivism-oriented hotel employees' Continuance Commitment (*standardized coefficient*=.35, $P<.001$) but did not significantly influence individualism-oriented hotel employees' Continuance Commitment (*standardized coefficient*=-.16, $P>.05$). The implication from the finding is that Collectivism Oriented

employees tended to value more friendship-relationship with coworkers, thus helping to increase their Continuance Commitment with the current organization.

I-C Orientation was found to moderate the relationship between OCB-I and Social Inclusion. The Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=39.35, P<.001$), which supported hypothesis M₀₁₆: I-C orientation moderated the relationship between OCB-I and hotel employees' Social Inclusion. A detailed look at the coefficients showed that OCB-I had stronger influence on employees' Social Inclusion in individualism-oriented culture (*standardized coefficient*=.69, $P<.001$) than in collectivism-oriented culture (*standardized coefficient*=.63, $P<.001$).

I-C Orientation was found to significantly moderate the relationship between OCB-C and Positive Emotion. The Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=17.76, P<.001$), which supported hypothesis M₀₁₇: I-C Orientation moderated the relationship between OCB-C and hotel employees' Positive Emotion. A detailed look at the coefficients showed that OCB-C had stronger influence on employees' Positive Emotion in individualism-oriented culture (*standardized coefficient*=.80, $P<.001$) than in collectivism-oriented culture (*standardized coefficient*=.76, $P<.01$).

I-C Orientation moderated the relationships between Social Inclusion and Intention to Stay but did not moderate the relationships between Positive Emotion and Intention to Stay and between Continuance Commitment and Intention to Stay. This rejected the two hypotheses M₀₁₉: I-C Orientation moderated the relationship between Positive Emotion

and Intention to Stay and M_{020} : I-C Orientation moderated the relationship between Continuance Commitment and Intention to Stay.

Social Inclusion was found to have significant positive influence on Intention to Stay among individualism-oriented hotel employees (*standardized coefficient* = .14, $P < .05$) but did not have significant influence on collectivism-oriented employees (*standardized coefficient* = .08, $P > .05$). This suggests that Social Inclusion is a stronger predictor for individualism-oriented employees' Intention to Stay than collectivism-oriented employees.

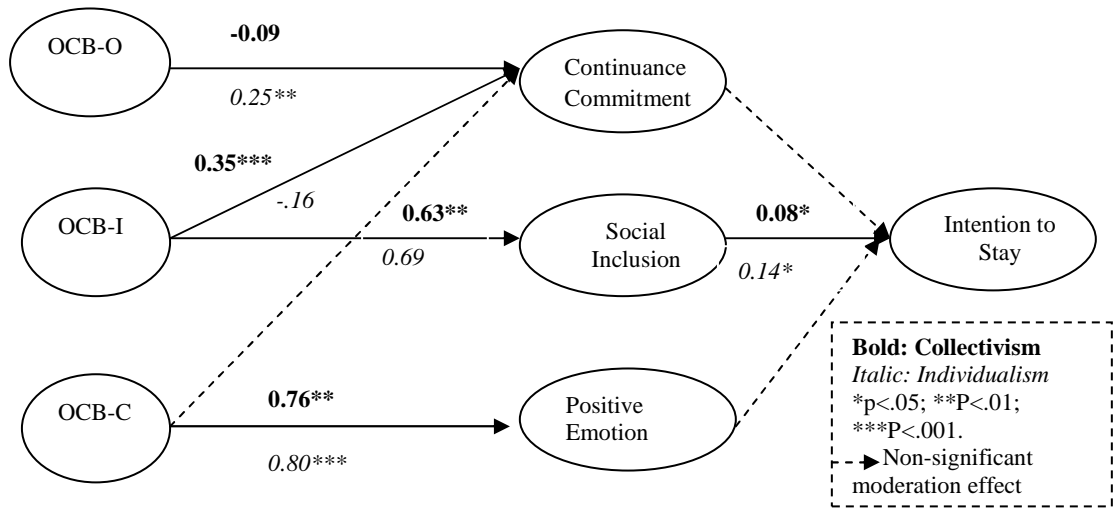


Figure 15. I-C Orientation's Moderating Effect on OCBs and Consequences

Table 20. Individualism-collectivism Orientation's Moderating Effect Using Multi-group SEM

Model	Chi-square Statistics	Chi-square Difference	Coefficients (T-values)		Hypotheses Testing
			Collectivism (n=405)	Individualism (n=316)	
Mb: Baseline Model	30052.09 (df=4965)				
M ₀₁ : Leader-member Exchange → OCB-O	30052.84 (df=4966)	M ₀₁ -M _b $\Delta\chi^2=.75$, df=1, P>.05	.15(2.41)	.06 (.96)	Rejected
M ₀₂ : Coworker Exchange → OCB-I	30052.47 (df=4966)	M ₀₂ -M _b $\Delta\chi^2=.38$, df=1, P>.05	.28(4.89)	.24 (4.18)	Rejected
M ₀₃ : Customer-employee Exchange → OCB-C	30052.85 (df=4966)	M ₀₃ -M _b $\Delta\chi^2=.76$, df=1, P>.05	.35(5.92)	.29(4.84)	Rejected
M ₀₄ : Impression Management → OCB-O	29946.30 (df=4966)	M ₀₄ -M _b $\Delta\chi^2=-106.5$, df=1, P<.001	.18(3.43**)	.06(0.87)	Supported
M ₀₅ : Impression Management → OCB-I	30062.13 (df=4966)	M ₀₅ -M _b $\Delta\chi^2=10.04$, df=1, P<.01	.27(4.92***)	-.15(-2.81**)	Supported
M ₀₆ : Empathy →OCB-I	30054.26 (df=4966)	M ₀₆ -M _b $\Delta\chi^2=2.17$, df=1, P>.05	.15(2.90)	.68(6.81)	Rejected
M ₀₇ : Empathy →OCB-C	30052.19 (df=4966)	M ₀₇ -M _b $\Delta\chi^2=.10$, df=1, P>.05	.24(4.70)	.55(6.05)	Rejected
M ₀₈ : Conscientiousness →OCB-O	30027.80 (df=4966)	M ₀₈ -M _b $\Delta\chi^2=-24.29$, df=1, P<.001	.05(.76)	.36(4.77***)	Supported
M ₀₉ : Conscientiousness →OCB-C	30019.58 (df=4966)	M ₀₉ -M _b $\Delta\chi^2=-32.51$, df=1, P<.001	.18(3.43**)	.06(.87)	Supported
M ₀₁₀ : Empowerment → OCB-O	30055.38 (df=4966)	M ₀₁₀ -M _b $\Delta\chi^2=3.29$, df=1, P<.10	.37(5.88***)	.47(5.76***)	Supported
M ₀₁₁ : Empowerment → OCB-I	30053.67 (df=4966)	M ₀₁₁ -M _b $\Delta\chi^2=.58$, df=1, P>.05	.35(6.47)	.31(4.91)	Rejected
M ₀₁₂ : Empowerment → OCB-C	30055.23 (df=4966)	M ₀₁₂ -M _b $\Delta\chi^2=3.14$, df=1, P<.10	.29(5.62***)	.26(4.21***)	Supported
M ₀₁₃ : OCB-O → Continuance Commitment	30060.60 (df=4966)	M ₀₁₃ -M _b $\Delta\chi^2=8.51$, df=1, P<.01	-.09(-1.49)	.25(3.05**)	Supported
M ₀₁₄ : OCB-I → Continuance Commitment	30063.97 (df=4966)	M ₀₁₄ -M _b $\Delta\chi^2=61.88$, df=1, P<.001	.35(5.04***)	-.16(-1.56)	Supported
M ₀₁₅ : OCB-C → Continuance Commitment	30053.14 (df=4966)	M ₀₁₅ -M _b $\Delta\chi^2=1.05$, df=1, P>.05	.24(3.70)	.12(1.20)	Rejected
M ₀₁₆ : OCB-I → Social Inclusion	30091.44 (df=4966)	M ₀₁₆ -M _b $\Delta\chi^2=39.35$, df=1, P<.001	.63(10.64***)	.69(9.99***)	Supported
M ₀₁₇ : OCB-C → Positive Emotion	30069.85 (df=4966)	M ₀₁₇ -M _b $\Delta\chi^2=17.76$, df=1, P<.001	.76(3.70**)	.80(9.14***)	Supported
M ₀₁₈ : Social Inclusion → Intention to Stay	30055.35 (df=4966)	M ₀₁₈ -M _b $\Delta\chi^2=3.26$, df=1, P<.10	.08(1.87)	.14(2.37*)	Supported
M ₀₁₉ : Positive Emotion → Intention to Stay	30055.86 (df=4966)	M ₀₁₉ -M _b $\Delta\chi^2=3.77$, df=1, P<.10	.08(1.70)	.02(.33)	Rejected
M ₀₂₀ : Continuance Commitment → Intention to Stay	30052.93 (df=4966)	M ₀₂₀ -M _b $\Delta\chi^2=.84$, df=1, P>.05	.71(12.73)	.67(9.64)	Rejected

* $p < .05$; ** $p < .01$; *** $p < .001$

Impression Management

Impression Management's moderating effects were investigated using a multi-group SEM approach. Impression Management was categorized into two sub groups: Low Impression Management Group (LIMG, $n=354$) and High Impression Management Group (HIMG, $n=367$). The unconstrained model (baseline model or free model) was to allow all the hypothesized paths vary across employees from LIMG and employees from HIMG. Later, the constrained model, which allowed only the hypothesized paths constrained to be equal across the two subgroups were compared (Joreskog and Sorbom, 1993; Tavitiyaman, 2009).

Table 21 summarizes the results of Impression Management's moderating effects. Impression Management moderated ten out of eighteen paths.

Impression Management's Moderation on Social Exchanges and OCBs

For the three types of social exchanges, Impression Management was found to only moderate the relationships between Coworker Exchanges and OCB-I, and did not moderate the relationships between the other two types of social exchanges (*Leader-member Exchange and Customer-employee Exchange*) and the other two types of OCBs (*OCB-O and OCB-C*). Therefore, hypotheses M₁₁: Impression Management moderates the relationship between Leader-member Exchange and OCB-O and M₁₃: Impression Management moderates the relationship between Customer-employee Exchange and OCB-C were rejected.

For the Coworker Exchange → OCB-I path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=2.73, p<.10$). This

supported M_{i2} : Impression Management moderates the relationship between Coworker Exchange and hotel employees' OCB-I. The standardized coefficients showed that the relationship between Coworker Exchange and OCB-I was stronger for employees from HIMG (*standardized coefficient* = .27, $p < .01$) than employees from LIMG (*standardized coefficient* = .18, $p < .01$). This may be due to the fact the people who have high Impression Management motivation may be more conscious about the opportunities to manage their impression to others, and Coworker Exchange could be an important opportunity for impression management (Figure 16).

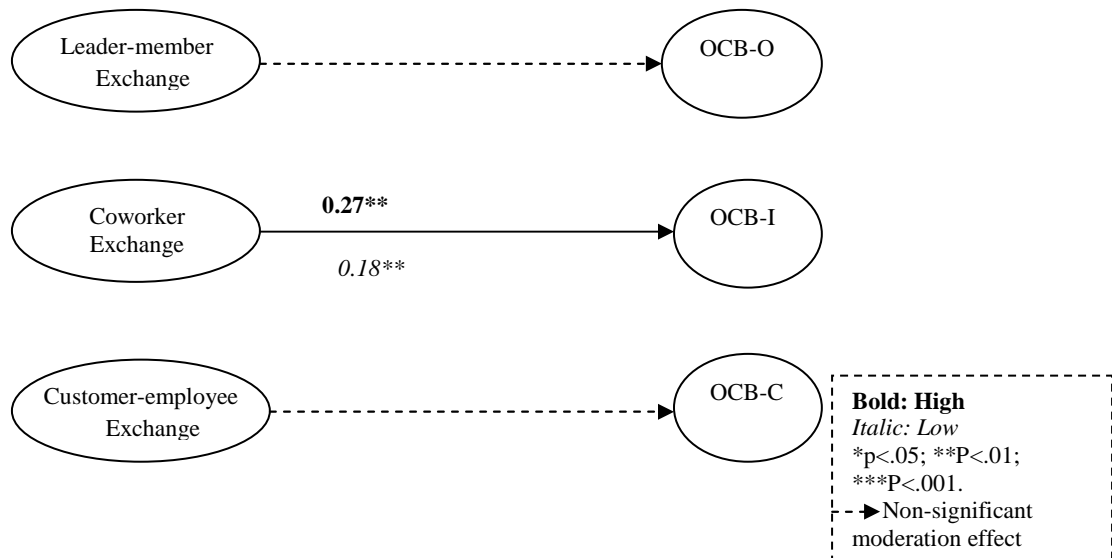


Figure 16. Impression Management's Moderating Effect on Social Exchanges and OCBs

Impression Management's Moderation on Personality Traits and OCBs

Impression Management was found to moderate the relationships between Empathy and two types of OCBs (*OCB-I and OCB-C*). It also moderated the relationship between Conscientiousness and two types of OCBs (*OCB-O and OCB-C*).

For the Empathy → OCB-I path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=2.8, P<.10$). This supported M_{i4}: Impression Management moderated the relationship between Empathy and hotel employees' OCB-I. The standardized coefficients showed that Empathy has a much stronger influence on OCB-I in HIMG (*standardized coefficient*=.35, *p*<.001) than in LIMG (.13, *p*<.01).

For the Empathy → OCB-C path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=7.14, P<.01$). This supported M_{i5}: Impression Management moderated the relationship between Empathy and hotel employees' OCB-C. The standardized coefficients showed that Empathy has a much stronger influence on OCB-C in HIMG (*standardized coefficient*=.29, *p*<.001) than in LIMG (*standardized coefficient*=.18, *p*<.01).

The finding that Empathy influenced hotel employees' OCB-I and OCB-C differently may be due to the fact that HIMG employees may use OCB-I and OCB-C to manage people's impression of them, therefore, the relationships between Empathy and OCB-I, OCB-C were stronger in HIMG than LIMG (Figure 17).

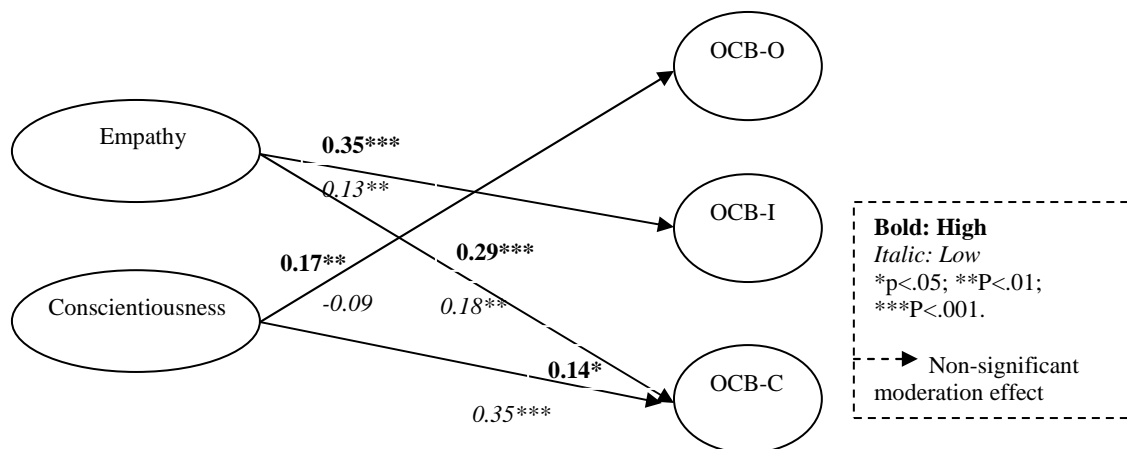


Figure 17. Impression Management's Moderating Effect on Personality Traits and OCBs

Impression Management's Moderation on Empowerment and OCBs

Impression Management was found to moderate the relationship between Empowerment and employees' OCBs towards the organization and customers, but did not moderate the relationships between Empowerment and OCBs towards coworkers (Figure 18).

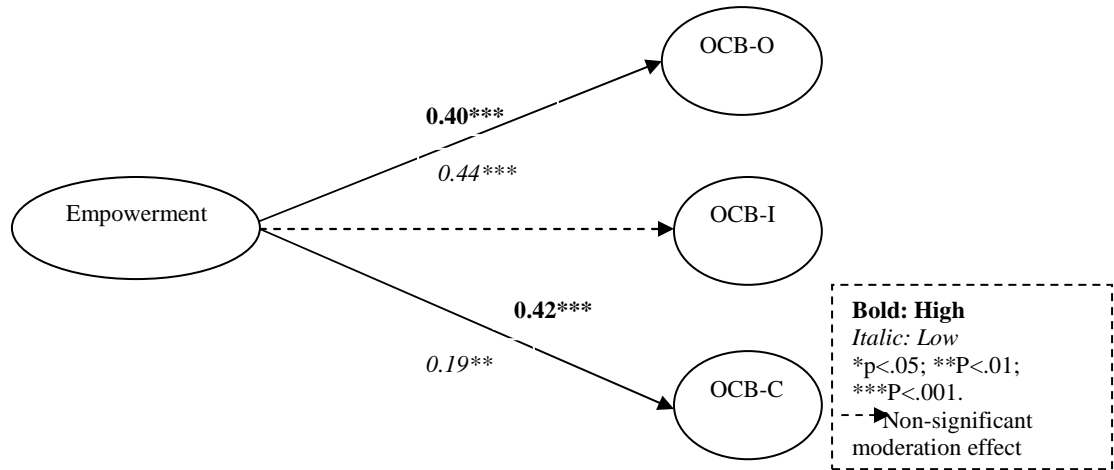


Figure 18. Impression Management's Moderating Effect on Empowerment and OCBs

For the Empowerment → OCB-O path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=10.13, P<.01$). This supported M_{ig}: Impression Management moderated the relationship between Empowerment and hotel employees' OCB-O. The standardized coefficients showed that Empowerment has stronger influence on LIMG hotel employees' OCB-O (*standardized coefficient=.44, P<.001*) than HIMG hotel employees' OCB-O (*standardized coefficient=.40, P<.001*).

For the Empowerment → OCB-C path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=3.93, P<.05$). This supported

M₁₉: Impression Management moderated the relationship between Empowerment and hotel employees' OCB-C. The standardized coefficients showed that Empowerment had stronger influence on HIMG hotel employees' OCB-C (*standardized coefficient*=.42, *P*<.001) than LIMG hotel employees' OCB-C (*standardized coefficient*=.19, *P*<.01).

Impression Management's Moderation on OCBs and Consequences

Impression Management was found not to moderate the relationships between the three types of OCBs (*OCB-O*, *OCB-I* and *OCB-C*) and hotel employees' Continuance Commitment. This finding rejected hypotheses M_{i11}, M_{i12} and M_{i13} (Figure 19).

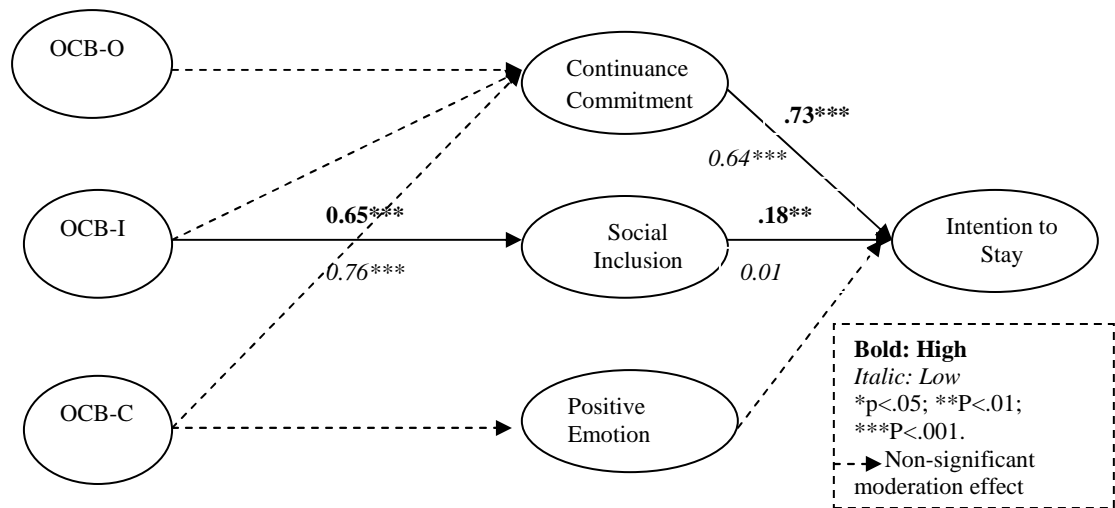


Figure 19. Impression Management's Moderating Effect on OCBs and Consequences

Impression Management was found not to moderate the relationships between OCB-C and Positive Emotion and between Positive Emotion and Intention to Stay. This finding rejected hypotheses M_{i15} and M_{i17}.

Impression Management was found to moderate the relationships between OCB-I and Social Inclusion, between Social Inclusion and Intention to Stay and between Continuance Commitment and Intention to Stay.

For the OCB-I → Social Inclusion path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=44.63, P<.001$). This supported M_{i14}: Impression Management moderated the relationship between hotel employees' OCB-I and their perception on workplace Social Inclusion. The standardized coefficients showed that OCB-I had stronger influence on LIMG hotel employees' Social Inclusion (*standardized coefficient*=.76, $P<.001$) than on HIMG hotel employees' Social Inclusion (*standardized coefficient*=.65, $P<.01$).

Impression Management significantly moderated the relationships between Social Inclusion and Intention to Stay. The Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=3.9, P<.05$). This supported M_{i16}: Impression Management moderated the relationship between hotel employees' Social Inclusion and Intention to Stay. The standardized coefficients showed that Social Inclusion significantly influenced HIMG hotel employees' Intention to Stay (*standardized coefficient*=.18, $P<.01$) but did not significantly influence LIMG hotel employees' Intention to Stay (*standardized coefficient*=.01, $P>.05$).

Impression Management significantly moderated the relationship between Continuance Commitment and Intention to Stay. The Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=3.99, P<.05$). This supported M_{i18}: Impression Management moderated the relationship between hotel employees' Continuance Commitment and Intention to Stay. Continuance Commitment

was found to have stronger influence on HIMG (*standardized coefficient*=.73, *P*<.001) hotel employees than on LIMG hotel employees (*standardized coefficient*=.64, *P*<.001). This may be due to that HIMG hotel employees who spent more effort and time building a good image had a higher tendency to build continuance commitment. This in turn influenced their intention to stay with the current organization.

Table 21. Impression Management's Moderating Effect Using Multi-group SEM

Model	Chi-square Statistics	Chi-square Difference	Coefficients (T-values)		Hypotheses Testing
			High (n=367)	Low (n=354)	
Mb: Baseline Model	25635.78 (df=4965)				
M _{i1} : Leader-member Exchange → OCB-O	25636.85 (df=4966)	M _{i1} -M _b $\Delta\chi^2=1.07$, df=1, P>.05	.15(2.22)	-.21(-2.60)	Rejected
M _{i2} : Coworker Exchange → OCB-I	25638.51 (df=4966)	M _{i2} -M _b $\Delta\chi^2=2.73$, df=1, P<.10	.27(4.32**)	.18(3.47**)	Supported
M _{i3} : Customer-employee Exchange → OCB-C	25637.18 (df=4966)	M _{i3} -M _b $\Delta\chi^2=1.4$, df=1, P>.05	.25(4.02)	.34(4.63)	Rejected
M _{i4} : Empathy →OCB-I	25638.58 (df=4966)	M _{i6} -M _b $\Delta\chi^2=2.8$, df=1, P<.10	.35(5.44***)	.13(3.18**)	Supported
M _{i5} : Empathy →OCB-C	25643.19 (df=4966)	M _{i7} -M _b $\Delta\chi^2=7.41$, df=1, P<.01	.29(4.70***)	.18(3.53**)	Supported
M _{i6} : Conscientiousness →OCB-O	25680.73 (df=4966)	M _{i8} -M _b $\Delta\chi^2=44.95$, df=1, P<.001	.17(2.54**)	-.09(-1.01)	Supported
M _{i7} : Conscientiousness →OCB-C	25688.29(df=4966)	M _{i9} -M _b $\Delta\chi^2=52.51$, df=1, P<.001	.14(2.34*)	.35(4.63***)	Supported
M _{i8} : Empowerment → OCB-O	25645.91(df=4966)	M _{i10} -M _b $\Delta\chi^2=10.13$, df=1, P<.01	.40(4.92***)	.44(4.46***)	Supported
M _{i9} : Empowerment → OCB-I	25636.71(df=4966)	M _{i11} -M _b $\Delta\chi^2=.93$, df=1, P>.05	.41(6.62)	.30(4.79)	Rejected
M _{i10} : Empowerment → OCB-C	25639.71(df=4966)	M _{i12} -M _b $\Delta\chi^2=3.93$, df=1, P<.05	.42(6.50***)	.19(3.63**)	Supported
M _{i11} : OCB-O → Continuance Commitment	25637.11(df=4966)	M _{i13} -M _b $\Delta\chi^2=1.33$, df=1, P>.05	-.07(-.92)	.07(.63)	Rejected
M _{i12} : OCB-I → Continuance Commitment	25636.68(df=4966)	M _{i14} -M _b $\Delta\chi^2=.9$, df=1, P>.05	.28(3.45)	.17(1.41)	Rejected
M _{i13} : OCB-C → Continuance Commitment	25638.17(df=4966)	M _{i15} -M _b $\Delta\chi^2=2.39$, df=1, P>.05	.23(2.99)	.14(1.75)	Rejected
M _{i14} : OCB-I → Social Inclusion	25680.41(df=4966)	M _{i16} -M _b $\Delta\chi^2=44.63$, df=1, P<.001	.65(8.98***)	.76(12.92***)	Supported
M _{i15} : OCB-C → Positive Emotion	25637.46(df=4966)	M _{i17} -M _b $\Delta\chi^2=1.68$, df=1, P>.05	.74(8.84)	.80(10.22)	Rejected
M _{i16} : Social Inclusion → Intention to Stay	25639.68(df=4966)	M _{i18} -M _b $\Delta\chi^2=3.9$, df=1, P<.05	.18(3.61**)	.01(.20)	Supported
M _{i17} : Positive Emotion → Intention to Stay	25636.59(df=4966)	M _{i19} -M _b $\Delta\chi^2=.81$, df=1, P>.05	.01(.27)	.14(2.55)	Rejected
M _{i18} : Continuance Commitment → Intention to Stay	25639.77(df=4966)	M _{i20} -M _b $\Delta\chi^2=3.99$, df=1, P<.05	.73(11.77***)	.64(10.07***)	Supported

* $p < .05$; ** $p < .01$; *** $p < .001$

Empowerment

Empowerment's moderating effects were investigated using a multi-group SEM approach. Empowerment was categorized into two sub groups: Low Empowerment Group (*LEG*, $n=325$) and High Empowerment Group (*HEG*, $n=396$). The unconstrained model (baseline model or free model) was to allow all the hypothesized paths vary across employees from LEG and employees from HEG. Later, the constrained model, which allowed only the hypothesized paths constrained to be equal across the two subgroups were compared (Joreskog and Sorbom, 1993; Tavitiyaman, 2009).

Table 22 summarizes the results of culture's moderating effects. Empowerment moderated nine out of seventeen paths.

Empowerment's Moderation on Social Exchanges and OCBs

Empowerment was found to moderate the relationships between two types of social exchanges (*Coworker Exchange and Customer-employee Exchange*) and two types of OCBs (*OCB-I and OCB-C*), but did not moderate the relationship between Leader-member Exchange and OCB-O. This finding rejected hypothesis M_{e1} : Empowerment moderated the relationship between Leader-member Exchange and employees' OCB-O.

For the Coworker-exchange and OCB-I path, the Chi-square difference between the free and constraint models was statistically significant ($\Delta\chi^2=2.95$, $P<.10$), which supported hypothesis M_{e2} : Empowerment moderates the relationship between Coworker Exchange and employees' OCB-I. The standardized coefficients showed that coworker exchange had a stronger influence on employees' OCB-I among HEG (*standardized coefficient*=.18, $p<.001$) than LEG (*standardized coefficient*=.15, $p<.01$). This

suggested that empowering employees could help the effective functioning of Coworker Exchanges' influence on OCB-I.

For the Customer-employee Exchange → OCB-I path, the Chi-square difference between the free and constraint models was statistically significant ($\Delta\chi^2=11.29, P<.001$), which supported hypothesis Me₃: Empowerment moderates the relationship between Customer-employee Exchange and employees' OCB-C. The standardized coefficients showed that Customer-employee exchanges had significant influence on LEG hotel employees (*standardized coefficient*=.12, *p*<.05), but did not significantly influence HEG hotel employees (*standardized coefficient*=.01, *p*>.05). The findings suggested that when employees' empowerment level is low, Customer-employee Exchanges was the important motivator for employees to engage in OCBs towards customers (Figure 20).

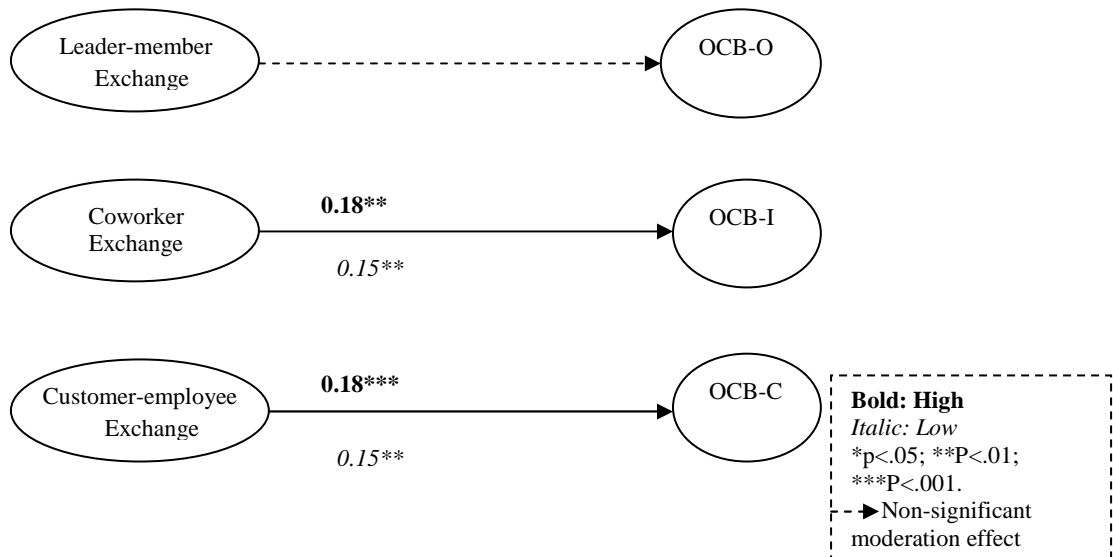


Figure 20. Empowerment's Moderating Effect on Social Exchanges and OCBs

Empowerment's Moderation on Impression Management and OCBs

Empowerment was found to moderate the relationship between Impression Management the two types of OCBs, OCB-O and OCB-I (Figure 21).

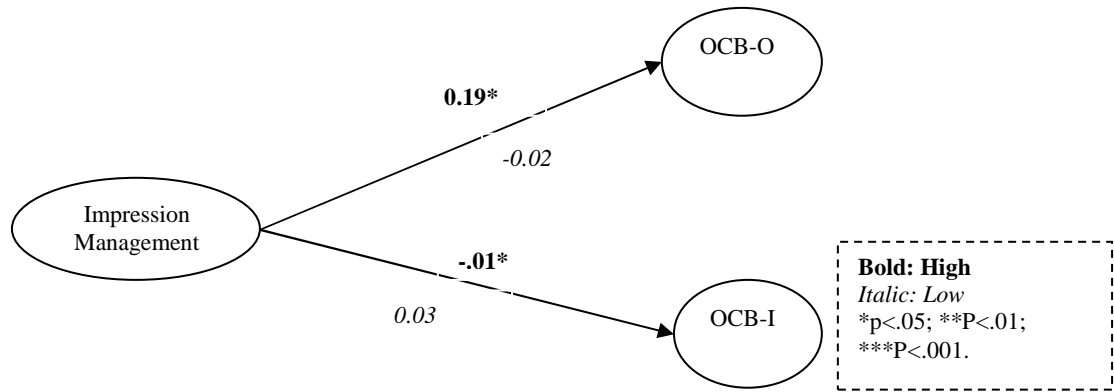


Figure 21. Empowerment's Moderating Effect on Impression Management and OCBs

The Chi-square difference between the free and constraint models of the path Impression Management → OCB-O was statistically significant ($\Delta\chi^2=27.64, P<.001$), which supported hypothesis M_{e4}: Empowerment moderates the relationship between Impression Management and employees' OCB-O. The standardized coefficients showed that impression management had significant influence on employees' OCB-O among HEG employees (*standardized coefficient*=.19, *p*<.05) but did not have significant influence on LEG employee (*standardized coefficient*=-.02, *p*>.05). A similar situation happened on the path Impression Management → OCB-I. The Chi-square difference between the free and constraint models was statistically significant ($\Delta\chi^2=38.35, P<.001$), which supported hypothesis M_{e5}: Empowerment moderates the relationship between Impression Management and employees' OCB-I.

Empowerment's Moderation on Personality Traits and OCBs

Empowerment was found to moderate the relationships between Empathy and two types of OCBs (*OCB-I* and *OCB-C*). It also moderated the relationship between Conscientiousness and OCB-O, but did not moderate the relationship between Conscientiousness and OCB-C (Figure 22).

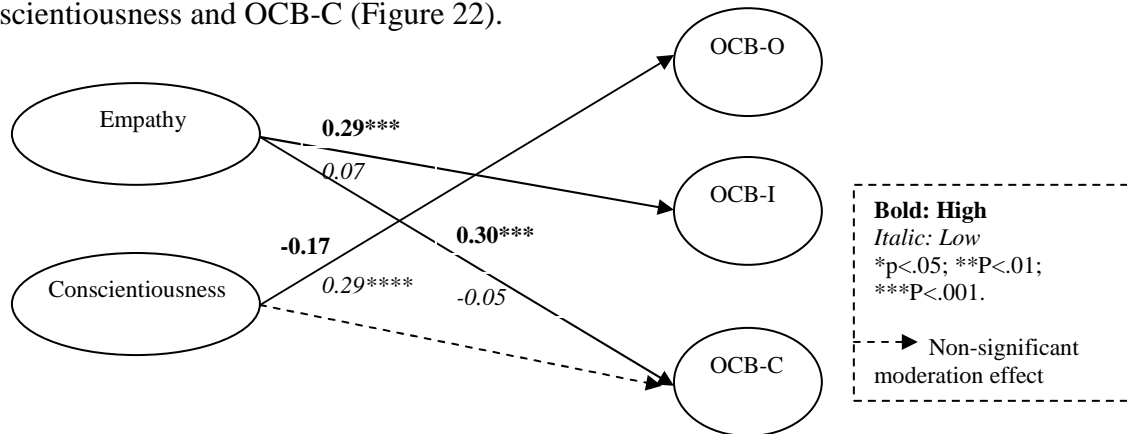


Figure 22. Empowerment's Moderating Effect on Personality Traits and OCBs

For the Empathy \rightarrow OCB-I path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2 = 10.18, P < .01$). This supported M_{e6} : Empowerment moderated the relationship between Empathy and hotel employees' OCB-I. The standardized coefficients showed that Empathy had a significant influence on OCB-I in HEG (*standardized coefficient* = .29, $p < .001$) but did not have a significant influence on OCB-I in LEG ($.07, p > .05$).

For the Empathy \rightarrow OCB-C path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2 = 3.31, P < .10$). This supported M_{e7} : Empowerment moderated the relationship between Empathy and hotel employees' OCB-C. The standardized coefficients showed that Empathy had a significant influence on

OCB-C in HEG (*standardized coefficient*=.30, $p < .001$) but did not had a significant influence on OCB-C in LEG (*standardized coefficient*=-.05, $p > .05$).

The finding that Empathy influenced hotel employees' OCB-I and OCB-C differently may be due to the fact even if employees feel empathic to their coworkers and customers, they also need to be empowered to provide OCBs to their coworkers and customers. It also suggested that the level of empowerment practice made a difference in employees' OCBs towards customers and towards coworkers in both China and US hotel contexts.

For the Conscientiousness →OCB-O path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=13.11$, $P < .001$). This supported M_{e8}: Empowerment moderated the relationship between Conscientiousness and hotel employees' OCB-O. The standardized coefficients showed that Conscientiousness had a significant positive influence on OCB-O in LEG (*standardized coefficient*=.29, $p < .001$) but had a significant negative influence on OCB-O in HEG (*standardized coefficient*=-.17, $p < .05$).

Empowerment's Moderation on OCBs and Consequences

Empowerment did not moderate the relationships between the three types of OCBs (OCB-O, OCB-I and OCB-C) and hotel employees' Continuance Commitment.

Therefore, hypotheses M_{e10}, M_{e11} and M_{e12} were rejected.

Empowerment also did not moderate the relationship between OCB-C and Positive Emotion, Social Inclusion, Continuance Commitment and Intention to Stay. Therefore, hypotheses M_{e14}, M_{e15} and M_{e17} were rejected (Figure 23).

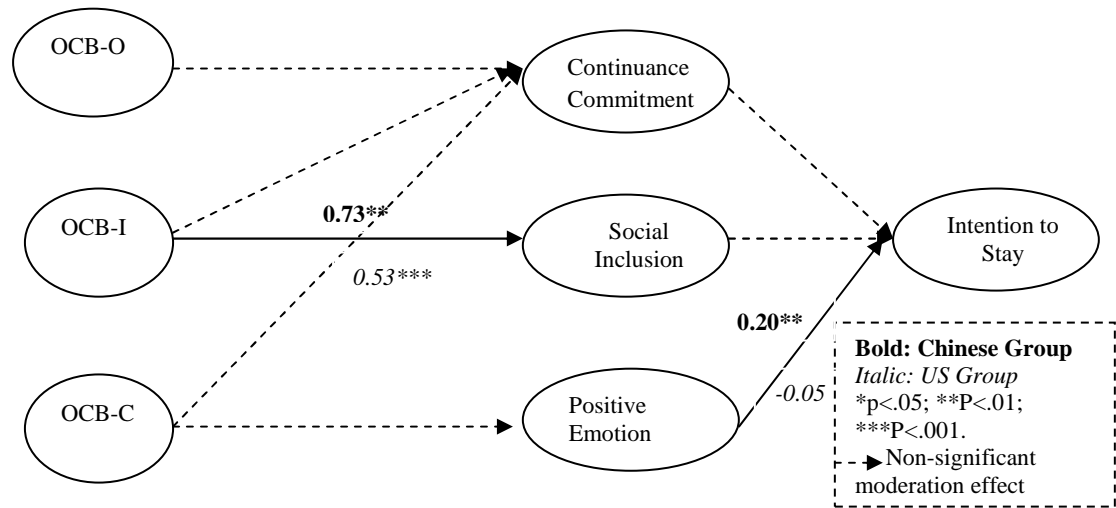


Figure 23. Empowerment's Moderating Effect on OCBs and Consequences

Empowerment did moderate the relationship between OCB-I and Social Inclusion and also the relationship between Positive Emotion and Intention to Stay.

For the OCB-I → Social Inclusion path, the Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=88.74, P<.001$). This supported M_{e13} : Empowerment moderated the relationship between hotel employees' OCB-I and their perception on Social Inclusion. The standardized coefficients showed that OCB-I had stronger influence on HEG hotel employees' Social Inclusion (*standardized coefficient*=*.73, P<.001*) than on LEG hotel employees' Social Inclusion (*standardized coefficient*=*.58, P<.01*). This suggested that HEG employees may have had more opportunities to engage in OCBs towards coworkers and, therefore, increased their perception of workplace social inclusion.

Empowerment was found to significantly moderate the relationship between OCB-C and Positive Emotion. The Chi-square difference between the free and the constraint models was statistically significant ($\Delta\chi^2=3.43, P<.10$), which supported hypothesis M_{e17} :

Empowerment moderated the relationship between OCB-C and hotel employees' Positive Emotion. A detailed look at the coefficients showed that OCB-C had significant influence on HEG hotel employees' Positive Emotion (*standardized coefficient*=.20, $P < .01$) but did not have significant influence on LEG hotel employees' Positive Emotion (*standardized coefficient*=-.05, $P > .05$).

Table 22. Empowerment's Moderating Effect Using Multi-group SEM

Model	Chi-square Statistics	Chi-square Difference	Standard Estimate		Hypotheses Testing
			High (n=396)	Low (n=325)	
M _b : Baseline Model	23631.69 (df=4965)				
M _{e1} : Leader-member Exchange → OCB-O	23631.70 (df=4966)	M _{e1} -M _b $\Delta\chi^2=.01$, df=1, P>.05	-.09(-1.90)	-.10(-2.02)	Rejected
M _{e2} : Coworker Exchange → OCB-I	23634.64 (df=4966)	M _{e2} -M _b $\Delta\chi^2=2.95$, df=1, P<.10	.18(3.83***)	.15(2.88**)	Supported
M _{e3} : Customer-employee Exchange → OCB-C	23642.98 (df=4966)	M _{e3} -M _b $\Delta\chi^2=11.29$, df=1, P<.001	.01(.15)	.12(2.48*)	Supported
M _{e4} : Impression Management → OCB-O	23659.33 (df=4966)	M _{e4} -M _b $\Delta\chi^2=27.64$, df=1, P<.001	.19(3.10*)	-.02(-.29)	Supported
M _{e5} : Impression Management → OCB-I	23670.04 (df=4966)	M _{e5} -M _b $\Delta\chi^2=38.35$, df=1, P<.001	-.01(3.10*)	.03(.56)	Supported
M _{e6} : Empathy →OCB-I	23641.87 (df=4966)	M _{e6} -M _b $\Delta\chi^2=10.18$, df=1, P<.01	.29(4.98***)	.07(.99)	Supported
M _{e7} : Empathy →OCB-C	23635.00 (df=4966)	M _{e7} -M _b $\Delta\chi^2=3.31$, df=1, P<.10	.30(5.38***)	-.05(-.71)	Supported
M _{e8} : Conscientiousness →OCB-O	23644.80 (df=4966)	M _{e8} -M _b $\Delta\chi^2=13.11$, df=1, P<.001	-.17(-2.49*)	.29(3.88***)	Supported
M _{e9} : Conscientiousness →OCB-C	23632.83 (df=4966)	M _{e9} -M _b $\Delta\chi^2=1.14$, df=1, P>.05	.03(.50)	.17(2.53)	Rejected
M _{e10} : OCB-O → Continuance Commitment	23631.72 (df=4966)	M _{e13} -M _b $\Delta\chi^2=.03$, df=1, P>.05	-.14(-1.24)	-.45(-2.82)	Rejected
M _{e11} : OCB-I → Continuance Commitment	23632.47 (df=4966)	M _{e14} -M _b $\Delta\chi^2=.78$, df=1, P>.05	.29(2.62)	.47(3.06)	Rejected
M _{e12} : OCB-C → Continuance Commitment	23631.69 (df=4966)	M _{e15} -M _b $\Delta\chi^2=0$, df=1, P>.05	.21(1.77)	.28(1.85)	Rejected
M _{e13} : OCB-I → Social Inclusion	23720.43 (df=4966)	M _{e16} -M _b $\Delta\chi^2=88.74$, df=1, P<.001	.73(11.31***)	.53(8.07***)	Supported
M _{e14} : OCB-C → Positive Emotion	23632.13 (df=4966)	M _{e17} -M _b $\Delta\chi^2=.44$, df=1, P>.05	.74(9.21)	.80(8.34)	Rejected
M _{e15} : Social Inclusion → Intention to Stay	23634.67 (df=4966)	M _{e18} -M _b $\Delta\chi^2=2.98$, df=1, P<.10	.01(.11)	.11(1.90)	Rejected
M _{e16} : Positive Emotion → Intention to Stay	23635.12 (df=4966)	M _{e19} -M _b $\Delta\chi^2=3.43$, df=1, P<.10	.20(3.78**)	-.05(-.91)	Supported
M _{e17} : Continuance Commitment → Intention to Stay	23633.59 (df=4966)	M _{e20} -M _b $\Delta\chi^2=1.9$, df=1, P>.05	.67(11.02)	.73(10.69)	Rejected

* $p < .05$; ** $p < .01$; *** $p < .001$

CHAPTER V

IMPLICATION, FUTURE RESEARCH AND CONCLUSION

This chapter presents the theoretical as well as managerial implications based on previous findings. It also suggests several possible future research directions. Every study is not free of limitations, and this study, therefore, presents the several limitations associated with it. A conclusion was drawn based on the findings and discussion.

Theoretical Implications

The Three-dimensional Framework of OCB

Creating satisfied customers requires exceeding customers' expectations on a constant basis. This requires employees to perform citizenship behaviors to customers in order to satisfy customers with high quality services. Therefore, OCB is closely related to the hospitality industry, and it is also very important for the effective function of this industry.

Due to the unique nature of the hospitality industry where service is the major "product" that was sold to customers, OCB in the hospitality setting requires special attention on service related dimensions (Borman and Motowidlo, 1993). Building on previous findings (Williams and Anderson, 1991; Bettencourt & Brown, 1997; Bettencourt, Gwinner & Meuter, 2001) as well as considering the nature of the hotel industry, this study proposed a new three-dimensional framework of OCB using the targets of OCB as the criteria of categorization. The three dimensions include: OCB-O (to organization), OCB-I (to employee) and OCB-C (to customers). The Confirmatory Factor Analysis of the three-dimensional framework showed that this model has a good overall fit, good factor loadings, and construct validity. Therefore, the result of the study supports that the three-dimensional framework of OCB in the hotel setting proposed by this study is valid.

This finding is very meaningful because it provided a more valid and meaningful measurement framework of OCB specifically for the hotel industry. This is especially important as OCB studies have gained popularity in the hospitality discipline recently.

The Altruistic and Egoistic Motivational Mechanism of OCB

Although it has been more than two decades since the concept of Organizational Citizenship Behavior was introduced, disagreements on the motivational mechanisms of OCB still exist. Social exchanges, impression management and personality traits have all been investigated as motivators for OCB while researchers are still not sure which one is the fundamental motivation of OCB, or whether OCB is motivated by complex motivators. A good attempt of this study attempts to incorporate previous identified motivations of OCB into a bigger framework by applying the theory of altruistic and egoistic motivation (Batson, 1991). The theory of altruistic and egoistic motivation was rooted from Auguste Comte (1798-1857) and further developed by Batson (1991). Auguste Comte (1798-1857) was the pioneer who differentiated altruism and egoism motivation for human behaviors. This theory proposes that human behaviors are motivated by two categories of motivations, altruistic or egoistic. This theory was first used to explain employees' Organizational Citizenship Behaviors by Yuan (2006).

In this study context, two types of egoistic motivations of OCB were tested, social exchanges and impression management. The results supported four out of five of the hypotheses. The three types of social exchanges were supported as significant motivators for the three types of OCBs. Impression Management was supported as a significant motivator for OCB-O but not for OCB-I. This result seems to support that OCB is egoistically motivated.

The study also tested two altruistic motivators of OCB, conscientiousness and empathy. Empathy was supported as a significant motivator for OCB-I, but not for OCB-

C. Conscientiousness was supported as a significant motivator for both OCB-O and OCB-C. This result seems to support that OCB is altruistically motivated.

Therefore, OCB seems to be both altruistically motivated as well as egoistically motivated. This finding is also consistent with previous researchers' assumptions that OCB is triggered by complex motivations (e.g. Tan & Tan, 2008; Bowler & Brass, 2006).

The Expansion of the Social Exchange Theory

Social exchange theory is a popular theory that has been applied in OCB studies. This study expanded the social change theory first by applying it in the hospitality industry. Further, the study expanded the traditional social exchange theory by regarding the interactions between coworkers and the interactions between customers and employees both as social exchange processes.

The hospitality industry is a labor intensive industry, where many interactions happen between leaders and members (Leader-member Exchange) and coworkers (Coworker Exchange) on a daily basis. In addition, hospitality is also called "the People's Industry", where "ladies and gentleman serves ladies and gentleman" (Ritz Carlton Motto), and employees interact constantly with customers through service delivery. The relationship marketing literature has started to regard the interaction between employees and customers as an important channel of long-term relationship building. Therefore, it would be very meaningful to regard this interaction process as a social exchange process (Customer-employee Exchange).

The findings of this study also supported the expansion of the social exchange theory, as each type of social exchange was significant indicator for that particular OCB

that directs to the specific source of social exchange. Therefore, the way of treating the customer-employee interaction process as a social exchange process expanded the social exchange theory and is very meaningful to the hospitality industry.

The Consequences of OCB at the Individual Level

Previous studies on the consequences of OCB mainly focus at the organizational level while very few have looked into OCB's influence on employees themselves. This study attempted to investigate how employees' OCB performance would influence their perception of workplace social inclusion, their emotion, their continuance commitment and finally their intention to stay with the current organization. Those consequences are not only important to the employees themselves, but also critical to the hotel industry, because this industry is suffering from high labor turnover as well as fierce competition.

The findings supported that OCB-I significantly influenced employees' continuance commitment and workplace social inclusion. OCB-C significantly influenced continuance commitment and positive emotion. Then continuance commitment, positive emotion and workplace social inclusion significantly influenced employees' intention to stay with the current hotel.

The findings suggest that encouraging employees to engage in various kinds of Organizational Citizenship Behaviors could not only benefit the organization but also could help retain those employees. This finding suggests that Organizational Citizenship Behavior is the potential solution for the two challenges that are facing the hotel industry, creating satisfied customers and retaining qualified employees.

The Cross-cultural Perspective

This study also took the cross-cultural perspective, and looked at the motivational mechanism behind the U.S. and Chinese hotel employees' organizational citizenship behaviors (OCB). This study proposed that OCB motivation may be culturally specific. Since culture is a multidimensional construct, this study used two cultural-related constructs, culture in the holistic sense and individualism-collectivism orientation (the most important dimension of culture) as the moderators to test if culture significantly moderated the relationship between each type of motivation and each type of OCB.

The results showed that culture significantly moderated the relationship between Leader-member Exchange and OCB-O and, between Customer-employee Exchange and OCB-C. Culture also moderated the relationship between Impression Management and OCB-O and, between Impression Management and OCB-I. In addition, culture also moderated the relationship between Conscientiousness and OCB-O, and between Empathy and OCB-C. When using Individualism-collectivism orientation as moderator, however, only the relationship between Conscientiousness and OCB-O, Empowerment and OCB-O, and Empowerment and OCB-I were significantly moderated.

The result may imply that culture is a complex phenomenon, and Individualism-collectivism orientation is only one dimension of culture. Therefore, when using it as the moderator, fewer moderating effects were discovered compared to using culture as the moderator. The result, however, did prove that culture could moderate the relationship between OCB motivators and each type of OCB. Therefore, the motivational mechanism is a cultural specific phenomenon.

The Testing of Different Moderators

As mentioned before human behavior is complex. People who have grown up in different culture sand who possess different personalities, values and motivations may behave quite differently. Therefore, even though the motivational mechanism of OCB was proved as valid, it may work differently under different situations.

This study tested the moderating effects of several moderators, because the author believes that human behavior could be moderated by various situations. Four moderators including Culture, individualism-collectivism orientation, Impression Management and Empowerment, were tested to see if they moderated the proposed relationships in the motivational mechanism of OCB. The results suggested that all the moderators moderated certain paths. This partially supported the author of this dissertation's assumptions. By adding moderators in the proposed relationships, this study provided a more detailed picture of the motivational mechanism and enriched the existing literature on moderators' influence in OCB studies.

Managerial Implications

The results of the study can be used by hotel managers to better understand the motivation of hotel employees' OCBs. The findings of this study suggest that OCBs are motivated by various factors including social exchanges with workplace reference groups (leaders, coworkers and customers), personality traits (conscientiousness and empathy) and employees' awareness of impression management. In addition, OCB motivations are culturally specific. Empowerment, Impression Management and Personality Trait (Conscientiousness) and Leader-member Exchange are all important motivators for hotel employees' OCB-O. Chinese employees and American employees are motivated differently by certain OCB motivators. From the findings, several managerial implications were summarized in the following text.

Facilitating Social Exchanges

Coworker Exchange and Customer-employee Exchange were important motivators for hotel employees' OCB-I. Therefore, in order to facilitate employees' OCB-I, hotel managers should create a friendly and cooperative working environment, so that helping each other can become a common practice in the organization. Teamwork should be encouraged in order to create hotel customers' satisfaction. Therefore, hotel managers should also empower employees with sufficient autonomy to help coworkers exceed their job requirements.

Customer-employee Exchange and Conscientiousness are important motivators for hotel employees' OCB-C. This suggests that customers are not passive receiver of

service. Rather, they are actively engaged and participating in the service process. Therefore, hotel managers should treat their employees well so that they can take care of the customers. On the other hand, if the employees treat the customer well, a happy customer would express more positive signals to the employees. This in return motivates the employees to engage in more OCBs. In case that the employees were treated badly by the customer, the hotel manager should back-up the employees, so that they won't let the negative mood and experience influence the next service encounters.

In addition, managers should show respect to their employees and be supportive in the social exchange process with their subordinates. This is because when employees perceive fair treatment and care from the leaders, they are more likely to go beyond their job requirement whenever needed.

Empowering Employees

Empowerment has been suggested as an effective and necessary tool to help hotel employees provide exceptional services to the customers. It has also been proved as facilitator for employees' job satisfaction. Empowering employees, however, involves the risk of losing control. Therefore, not all managers dare to implement this strategy, or could not implement it properly.

Performing citizenship behaviors, however, requires the employee to exceed his or her role requirements, and in many times, requires him or her to go beyond the "power" that they have. Therefore, employees need to be properly empowered if the hotel managers want the employees going above and beyond. Otherwise, even if the employees wanted to do a good job, they would not be able to do it.

The findings suggested hotel employees' OCBs towards the organization and coworkers were greatly influenced by their perceived empowerment level. A higher level of empowerment tended to facilitate hotel employees' OCB performance more than lower level of empowerment.

The findings also suggested that as practice that was initiated in the context of the U.S., empowerment may not be as an effective strategy when applying in China. Hotel managers in China may need to be cautious when applying this practice in Chinese hotels, because employees may not be comfortable using the power due to the big power distance in their culture. Seeing this concern, managers may need to build a supporting system to encourage the empowerment practice and be supportive when seeing an employee going above and beyond as a result of empowerment.

Pay Attention to Individual Personality

Therefore, in order to facilitate employees' OCB-O, hotel managers should properly empower their employees, so that they can have sufficient support to go above and beyond their job requirements. In addition, hotel managers should also value their employees and their relationships with the employees. In this way, they can build long-term relationship with the employees, so that employees are willing to go above and beyond when there is a need. The finding suggests that conscientiousness is positively related to employees' OCB-O. Managers should make careful evaluation and consideration when recruiting employees and try to identify and select the ones who are conscientious and responsible. The findings also show that some employees use OCBs as a mean of impression management. To those employees, managers should provide

positive feedback to the desired performance in time, and encourage the employees to engage more in OCBs to the organization.

Retain Hotel Employees through “Internal Relationship Marketing”

As a service-oriented industry, the hotel industry has been paying increasing attention to customers. However, the well-being of hotel employees has seemed to have been neglected. This can be reflected from the poor working condition, low payment, long working hours as well as the high turnover rate of this industry.

Recent marketing literature suggests that organizations should build relationships with the customers, so that they can purchase more and benefit the organization in the long run. Similarly, it may be time for the hotel and other organization to treat employees well, and try to build long-term relationships with the employees. The findings suggested that when social exchanges happened in the organizations, the employees did not merely treat their jobs just as jobs. Jobs can be more meaningful and involve social bonds and relationships. Workplace social inclusion and positive emotions were the important factors that influenced hotel employees’ intention to stay. This suggested that hotel managers may be able to retain hotel employees with the social perspective. Treating the employees with respect and dignity, supporting them to accomplish their jobs and goals, facilitating and encouraging teamwork and trying to make them happy and feel at home, etc., encourage the employees to stay.

Future Research

Possible Future Research Directions

Several areas have emerged as potential future research directions.

First of all, this study proposed a new three-dimensional framework of organizational citizenship behavior specifically for the hotel industry. This framework was developed based on a sound theoretical rationale. It also answered the question asked by previous researchers in terms of the special requirement of service related OCB dimensions (e.g. Bettencourt & Brown, 1997). The findings suggest that this new framework was a valid one. However, the validation of a new framework relies of the test-retest reliability. Therefore, future studies that apply this framework in different populations are highly desirable.

In addition, there is still disagreement on the dimensionality of the OCB construct, although it is generally believed that OCB is a multidimensional latent variable. Another future research direction is to attempt to investigate the internal linkage between the different ways of categorizing OCBs. For example, some dimensions of Organ's (1988) framework may be fitted as OCB-O, while some dimensions may be fitted as OCB-I. Future studies may attempt to discover the underline dimensions of each of the three types of OCBs. In addition, studies may compare the similarities and differences with the traditional way of categorizing OCB using the nature of OCB.

Second, as a cross-culture study, this study only included two nations, the U.S. and China. Some interesting findings have been generated, and support that OCB is a complex phenomenon that can be culturally specific. Therefore, future studies can

expand the comparisons to more cultures. In addition, culture is a multidimensional construct, and previous researchers have identified at least five dimensions to represent culture. However, this study only investigated two variables to represent culture difference, one is in general terms, country difference, and another is the individualism-collectivism orientation. These two variables may not capture the core essence of culture well enough. Other dimensions, such as power distance and feministic orientation may also be significant moderators, especially in the study context of organizational citizenship behavior.

Third, future research may analyze if employees of different demographic (such as Gender, Age) characteristics would have different perceptions. Future studies could also compare if there are any differences between employees from chain hotels and employees from independent hotels. In addition, future studies could also investigate if employees at different position levels (e.g. front-line employee and supervisory level employee) would have different motivational mechanism of OCB.

Fourth, although a reasonable percentage of the variance in the three types of OCB and in Intention to Stay were accounted for by the proposed model, there may be factors other than those included that can explain the variance, and future studies should aim to identify other significant factors that are not yet been included in this study.

Limitations

Self-reporting Bias

Researchers have suggested that OCB measures are highly susceptible to social desirability bias (Testa, 2009; O'Reilly & Chatman, 1986), particularly when the data are

self-reported. Such bias occurs when individuals feel pressured to respond in a way that makes them appear more positively. The results may be skewed responses and/or spurious correlations (Ganster et al., 1983). Therefore, supervisors' ratings have been used widely in this measurement. However, supervisor evaluations are not free of bias either due to the halo effect, memory distortion, selective memory or failure to witness OCB behaviors (Testa, 2009; Schnake, 1991). Donaldson and Grant-Vallone (2002) argued that self-reports are not necessarily a less reliable source of research data. In addition, Podakoff and Organ (1986) did an independent sample t-test on the OCB items between self-reported responses and supervisor ratings, and found no significant differences between the two groups. Besides, more than half of the studies published in organizational behaviors relied on self-reported data (Sacket & Larson, 1990). Therefore, this study chose the self-reported method.

Sampling Bias

As a cross-culture study, this study used an online survey to collect information from the U.S. hotel employees and on-site surveys from Chinese hotel employees. For the on-site survey in China, this study used convenient sampling method. Hotel employees from seven cities in China were conveniently selected and invited to participate in the survey. As the hotel employees were invited to participate in the survey on a voluntary basis, there may be a non-response bias, as the characteristics and perceptions of those who were not willing to participate may have differed from those who were willing to participate. This also applies to the online survey. Considering the fact the filling in a questionnaire survey is also "citizenship behavior" to some extent, those who are willing

to participate may have quite difference perceptions compared with those who have participated. Therefore, the findings may not be applicable to other population that is not included in the study. Therefore, people should be cautious when applying the findings.

The online survey was sent to a database of 34,269 hotel employees. Therefore, American hotel employees who were not included in the database were missed. In addition, the undeliverable rate of the database was as high as 35.5%, leading to a smaller valid target population of this study. This further constrained the generalization of the findings. Although an online survey is convenient and costs much less than on-site surveys, the respondent rate is much lower. The response rate for the online survey was 1.56%. Therefore, the collected responses may not be able to reflect the characteristics and perceptions of those who did not respond the survey. Applications of the findings using online surveys should consider this fact.

Conclusion

This study proposed and empirically tested a motivational mechanism framework of hotel employees' Organizational Citizenship Behavior, using a new three-dimensional framework of OCB developed by this study based on existing literature.

The findings confirmed the author's assumption about using the targets of OCBs to categorize various types of OCB. The three-dimensional framework of OCB, as suggested by the data, was valid as well as a more meaningful framework, especially for the hotel and other service-oriented industries.

Disagreement existed in the motivational mechanism of OCB, as traditionally believed to be altruistically motivated behaviors were challenged by the idea that OCBs were merely impression management behaviors, which were egoistic in nature. This study integrated both previously identified altruistic and egoistic motivations of OCBs and took culture into consideration, and hypothesized that the motivational mechanism of OCB could be culturally specific. The findings suggested that OCBs seemed to be motivated by both egoistic and altruistic motivation, and culture did moderate the proposed relationships, in which certain motivators were stronger in one culture, while others did not.

The findings of this study could contribute the existing literature by enriching the dimensionality discussion of OCB, in the integrated perspective of the motivational mechanism of OCB, and in providing a cross-culture perspective in understanding the motivational mechanism of OCB. This study also expended the theory of social exchanges by treating leader-member exchange, coworker exchange and customer-

employee exchanges all as social exchanges process. By treating those exchanges as social exchanges, this study provided potential strategies for hotels to retain employees.

As mentioned at the beginning of this study, two challenges are facing the hotel industry, creating satisfied customers through quality services and retaining qualified employees. An initial thought facilitated this study was to see the possibility of using OCBs to solve the two challenges. The findings seemed to support that OCBs could be an effect tool to solve the two challenges. Managers need to have a good understanding of employees' motivational mechanism of OCB to effectively use OCBs to solve the two challenges that are facing them.

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APPENDICES

APPENDIX A

SURVEY QUESTIONNAIRE-ENGLISH VERSION

Dear Hotel Employee,

Greetings from the Cowboy State!

I am a Ph.D. student majoring in hotel and restaurant management and I would greatly appreciate your help. I am studying how hotel managers can build a better workplace for hotel employees and managers. As part of this study, I am sending you a survey that asks various questions about you and your work situation.

Your response is very important since I am only sending this survey to a limited group of people. Your email address was selected at random from a publicly available database. The survey will only take about 15 minutes and your participation is essential if this study is to be successful.

Your participation is completely voluntary. There are no known risks associated with this study that are greater than those you would find from daily life. No personal identification information will be collected, and your responses will be kept completely confidential. To participate in this study, you should be at least 18 years of age.

If you have any question about the survey, you can contact me at emily.ma@okstate.edu, or 405-744-2355.

For more information on surveys such as this one, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, at 405-744-1676.

Sincerely,

Emily J. Ma
Doctoral Student
School of Hotel and Restaurant
Administration
Oklahoma State University
Phone: 405-744-2355
Fax: 405-744-6299
E-mail: emily.ma@okstate.edu

Section I Information about your Job

Please check (✓) the number that best applies to you. This information is for research purposes only.

1. Are you a Full-time or a Part-time employee?
 ① Full-time employee ② Part-time employee
2. What is your position level?
 ① Front-line employee ② Supervisory or managerial level employee
3. Which department are you working in?
 ① Front Desk ② Housekeeping ③ Food & Beverage ④ Human Resources
 ⑤ Sales & Marketing ⑥ Finance & Accounting ⑦ Engineering
 ⑧ Other, please specify (_____)
4. How long have you been working in this hotel?
 ① Less than 1 year ② 1 to 3 years ③ 4 to 6 years ④ 7 to 10 years ⑤ More than 10 years
5. What is your hotel's affiliation?
 ① International chain hotel ② Domestic chain hotel ③ Independent hotel

Section II: Your Personality and Values

For the following statements, please use 1 to 7 to indicate your degree of agreement.

1=extremely disagree, 2=strongly disagree, 3=somewhat disagree, 4= neither agree nor disagree, 5=somewhat agree, 6=strongly agree, 7=extremely agree

	Extremely Disagree	—————→					Extremely Agree
I am a very organized person.	1	2	3	4	5	6	7
I am a very efficient person.	1	2	3	4	5	6	7
I am a very systematic person.	1	2	3	4	5	6	7
I am a very practical person.	1	2	3	4	5	6	7
I try to understand my friends better from their perspective.	1	2	3	4	5	6	7
Seeing warm, emotional scenes makes me teary-eyed.	1	2	3	4	5	6	7
I am a very soft-hearted person.	1	2	3	4	5	6	7
I think it is important to avoid looking bad in front of others.	1	2	3	4	5	6	7
I think it is important to look better than my coworkers.	1	2	3	4	5	6	7
I am afraid to appear irresponsible.	1	2	3	4	5	6	7
I prefer to work with others rather than to work alone	1	2	3	4	5	6	7
I like it when my coworkers work together with each other.	1	2	3	4	5	6	7
I believe that people need to make sacrifices for the sake of others.	1	2	3	4	5	6	7
I think people should cooperate with each other rather than work on their own.	1	2	3	4	5	6	7

Section III: Your Feeling about the Working Environment.

For the following statements, please use 1 to 7 to indicate your degree of agreement.

1=extremely disagree, 2=strongly disagree, 3=somewhat disagree, 4=neither agree nor disagree, 5=somewhat Agree, 6=strongly agree, 7=extremely agree

	Extremely Disagree	1	2	3	4	5	6	Extremely Agree
My immediate supervisor understands the problems associated with my position.	1	2	3	4	5	6	7	
My immediate supervisor knows my potential.	1	2	3	4	5	6	7	
My immediate supervisor will use authority to help me solve work problems.	1	2	3	4	5	6	7	
My immediate supervisor would protect me if needed.	1	2	3	4	5	6	7	
I have a good working relationship with my immediate supervisor.	1	2	3	4	5	6	7	
I know how satisfied my immediate supervisor is with my performance.	1	2	3	4	5	6	7	
My coworkers support my goals and values at work.	1	2	3	4	5	6	7	
My coworkers will help me when I have a problem.	1	2	3	4	5	6	7	
My coworkers really care about my well-being.	1	2	3	4	5	6	7	
My coworkers are willing to assist me to perform better.	1	2	3	4	5	6	7	
My coworkers care about my opinions.	1	2	3	4	5	6	7	
My coworkers will compliment my accomplishments at work.	1	2	3	4	5	6	7	
Most of our guests are polite.	1	2	3	4	5	6	7	
I feel that my services are appreciated by our guests.	1	2	3	4	5	6	7	
I rarely receive complaints from our guests.	1	2	3	4	5	6	7	
I feel our guests are satisfied with the services provided by our hotel.	1	2	3	4	5	6	7	
I feel our guests are happy to stay in our hotel.	1	2	3	4	5	6	7	
I have significant autonomy in deciding how to do my job.	1	2	3	4	5	6	7	
I can decide on my own how to do my work.	1	2	3	4	5	6	7	
I have considerable independence and freedom in doing my job.	1	2	3	4	5	6	7	

Section IV: Your Performance at Work

For the following statements, please use 1 to 7 to indicate your degree of agreement.

1=extremely disagree, 2=strongly disagree, 3=somewhat disagree, 4=neither agree nor disagree, 5=somewhat agree, 6=strongly agree, 7=extremely agree

	Extremely Disagree	1	2	3	4	5	6	Extremely Agree
I will give advanced notice if I cannot come to work.	1	2	3	4	5	6	7	
My attendance at work is above the required level.	1	2	3	4	5	6	7	
I take fewer breaks than I deserve.	1	2	3	4	5	6	7	
I do not complain about unimportant things at work.	1	2	3	4	5	6	7	
I follow informal rules in order to maintain order.	1	2	3	4	5	6	7	
I protect our hotel's property.	1	2	3	4	5	6	7	
I say good things about our hotel when talking with outsiders.	1	2	3	4	5	6	7	
I promote the hotel's products and services actively.	1	2	3	4	5	6	7	
I help my coworkers when their workload is heavy.	1	2	3	4	5	6	7	
I help my coworkers who have been absent to finish their work.	1	2	3	4	5	6	7	
I take time to listen to my coworkers' problems and worries.	1	2	3	4	5	6	7	
I go out of my way to help new coworkers.	1	2	3	4	5	6	7	
I take personal interest in my coworkers.	1	2	3	4	5	6	7	

I pass along notices and news to my coworkers.	1	2	3	4	5	6	7
I always have a positive attitude at work.	1	2	3	4	5	6	7
I am always exceptionally courteous and respectful to customers.	1	2	3	4	5	6	7
I follow customer service guidelines with extreme care.	1	2	3	4	5	6	7
I respond to customer requests and problems in a timely manner.	1	2	3	4	5	6	7
I perform duties with very few mistakes.	1	2	3	4	5	6	7
I conscientiously promote products and services to customers.	1	2	3	4	5	6	7
I contribute many ideas for customer promotions & communications.	1	2	3	4	5	6	7
I make constructive suggestions for service improvement.	1	2	3	4	5	6	7

Section V: Your Attitudes about Working in this Hotel.

For the following statements, please use 1 to 7 to indicate your degree of agreement.

1=extremely disagree, 2=strongly disagree, 3=somewhat disagree, 4=neither agree nor disagree, 5=somewhat agree, 6=strongly agree, 7=extremely agree

	Extremely Disagree	→	Extremely Agree
I feel I am an accepted part of my hotel.	1	2	3 4 5 6 7
I feel I am included in most of the activities at work.	1	2	3 4 5 6 7
Sometimes I feel like an outsider.	1	2	3 4 5 6 7
I feel happy to go above and beyond in order to serve customers.	1	2	3 4 5 6 7
I feel satisfied with myself if I satisfy my customers with exceptional services.	1	2	3 4 5 6 7
I enjoy the process of meeting customers' needs.	1	2	3 4 5 6 7
Overall I am very satisfied with my job.	1	2	3 4 5 6 7
If I have a chance to choose my job, I will choose my current job.	1	2	3 4 5 6 7
I enjoy the work that I do.	1	2	3 4 5 6 7
Staying with my hotel is a necessity for me.	1	2	3 4 5 6 7
Leaving the hotel will result in personal sacrifice.	1	2	3 4 5 6 7
It would be hard for me to leave my hotel now, even if I wanted to.	1	2	3 4 5 6 7
I would turn down a job offer from another company if it came tomorrow.	1	2	3 4 5 6 7
As far as I can see, I intend to stay with my current hotel.	1	2	3 4 5 6 7
It is very important for me to spend the rest of my career in this hotel.	1	2	3 4 5 6 7
I will stay at this hotel even if other hotels offer me higher pay and position.	1	2	3 4 5 6 7

Section VI Information about Yourself

Please check (√) the number that best applies to you. This information is for research purposes only.

1. What is your gender?
① Male ② Female
2. What is your marital status?
① Single ② Married
3. What is your age group?
① 18-29 years old ② 30-39 years old ③ 40-49 years old ④ 50-59 years old ⑤ 60 or older
4. What is your ethnic group?
① Caucasian ② African American ③ Hispanic ④ Asian & Pacific Islander
⑤ Other, please specify (_____)
5. What is your highest education attained?
① Less than high school ② High school ③ 2-year college ④ 4-year college ⑤ Graduate school
6. What is your personal annual income?
① Less than \$10,000 ② \$ 10,000 - \$29,999 ③ \$30,000 - \$49,999
④ \$50,000 - \$69,000 ⑤ \$70,000 - \$ 89,999 ⑥ \$ 90,000 or more

Thank you for your participation in this study!

APPENDIX B

SURVEY QUESTIONNAIRE-CHINESE VERSION

尊敬的酒店员工，

来自美国牛仔故乡的问候！

我是一名酒店管理专业的博士生。我想请您协助完成一个调查。该调查的目的是了解您的需要以便为您和其他酒店员工提供一个更好的工作环境。

您的参与对这个调查的成功起着至关重要的作用，因为我们只将问卷发放给部分酒店员工。这个问卷仅需要您约 15 分钟的时间完成。

您的参与完全出于自愿。填写此问卷不包含任何大于日常生活的风险。问卷不会收集任何个人可识别出您身份的信息。您所填写的问卷将被高度保密。您需要年满 18 岁方可参与此问卷调查。如您对作为调查参与者的权利有任何疑问，请咨询研究委员会主席 Sheila Kennison 博士。她的联系方式是：219 Cordell North, Stillwater, OK 74078。电话：(+1) 405-744-1676。

此致

马金涛

博士研究生

酒店和餐馆管理系

俄克拉荷马州立大学

电话：(+1) 405-744-2355

传真：(+1) 405-744-6299

电子邮件：emily.ma@okstate.edu

第一部分 酒店工作信息 (请选择适合的一项打√)

1. 您是兼职员工还是全职员工? (1) 兼职员工 (2) 全职员工
3. 您在哪个部门工作?
 (1) 前厅部 (2) 客房部 (3) 餐饮部 (4) 人力资源部 (5) 市场营销部
 (6) 财务部 (7) 设备维护部 (8) 其它部门, 请说明 (_____)
4. 您在这家酒店工作了多长时间?
 (1) 少于一年 (2) 1年到3年 (3) 4年到6年 (4) 7年到10年 (5) 超过10年
5. 您工作的酒店属于以下哪种酒店? (1) 国际连锁酒店 (2) 国内连锁酒店 (3) 独立酒店

第二部分: 您的个性和价值观 (请用数字 1 - 7 表示您对以下各项表述的同意程度)

1 = 完全不同意, 2 = 非常不同意, 3 = 有些不同意, 4 = 既非同意也非不同意, 5 = 有些同意, 6 = 非常同意, 7 = 完全同意

	完全不同意							完全同意						
我做事注重条理。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我做事讲究效率。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我是很系统化的人。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我是很务实的人。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我尽量站在朋友的角度来理解他们。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
温暖动情的场景常使我热泪盈眶。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我是个有慈悲心肠的人。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我认为保持好形象是很重要的。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我认为给别人留下好印象是很重要的	1	2	3	4	5	6	7	1	2	3	4	5	6	7
让自己看起来比同事表现好对我来说很重要。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
相比独立工作, 我更喜欢跟别人一起合作。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我喜欢我的同事们一起合作。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我认为人有时需要为了他人的利益牺牲自己的利益。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我认为大家应该互相合作而不是各自为战。	1	2	3	4	5	6	7	1	2	3	4	5	6	7

第三部分: 您对工作环境的感受 (请用数字 1 - 7 表示您对以下各项表述的同意程度)

1 = 完全不同意, 2 = 非常不同意, 3 = 有些不同意, 4 = 既非同意也非不同意, 5 = 有些同意, 6 = 非常同意, 7 = 完全同意

	完全不同意							完全同意						
我的上司很了解我工作上的问题和需要。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我的上司很了解我的潜力。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我的上司会动用他/她的工作职权来帮助我解决工作上的问题。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
如果有必要的话, 我的上司会保护我。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我跟我的上司有良好的工作关系。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我知道我的上司对我的表现有多满意。	1	2	3	4	5	6	7	1	2	3	4	5	6	7

我的同事支持我的目标和价值观。	1	2	3	4	5	6	7
当我遇到问题时，会有同事帮助我。	1	2	3	4	5	6	7
我的同事真正关心我的平安健康。	1	2	3	4	5	6	7
我的同事愿意协助我提高工作表现。	1	2	3	4	5	6	7
我的同事重视我的意见。	1	2	3	4	5	6	7
我的同事会对我在工作上的成绩表示祝贺。	1	2	3	4	5	6	7
我接触的大部分顾客是很有礼貌和修养的。	1	2	3	4	5	6	7
我感觉到我的服务是受到顾客尊重的。	1	2	3	4	5	6	7
我极少很少接受到顾客投诉。	1	2	3	4	5	6	7
我感觉到顾客对我们酒店的服务是满意的。	1	2	3	4	5	6	7
我感觉到顾客对入住我们酒店感到很开心。	1	2	3	4	5	6	7
在如何完成我的工作上，我有相当的自主权。	1	2	3	4	5	6	7
我可以自己决定怎样去做我的工作。	1	2	3	4	5	6	7
我在工作中享有相当的独立性和自由度。	1	2	3	4	5	6	7

第四部分：您的工作表现（请用数字 1 - 7 表示您对以下各项表述的同意程度）

1 = 完全不同意, 2 = 非常不同意, 3 = 有些不同意, 4 = 既非同意也非不同意, 5 = 有些同意, 6 = 非常同意, 7 = 完全同意

	完全不同意							完全同意						
如果我不能来上班的话我会提前请假。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我的出勤率是高出酒店平均水平的。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
在工作间歇，我主动少休息。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
在工作时我不抱怨鸡毛蒜皮的小事。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我珍惜和保护组织的财物。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我遵守酒店里非正式的行为准则以维持酒店的良好秩序。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
与他人谈及我们酒店时，我会说好的方面。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我主动推介我们酒店的产品和服务。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我会帮助有事不能来上班的同事完成他/她的工作。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我会帮助工作量的同事分担工作。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我愿意花时间倾听同事诉说他/她的问题和忧虑。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
为了帮助新来的同事我不介意暂停手头的工作。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我关心其他的同事。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我向同事传递信息。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我总是保持积极的工作态度。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我总是非常认真恭敬地为顾客服务。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我按照服务要求认真努力地为顾客服务。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我非常及时地解决顾客地问题和满足顾客的需求。	1	2	3	4	5	6	7	1	2	3	4	5	6	7
我完成工作任务时极少出错。	1	2	3	4	5	6	7	1	2	3	4	5	6	7

我以高度责任心向顾客推介酒店的产品和服务。	1	2	3	4	5	6	7
我提出很多建议来改善与顾客的沟通和对顾客的服务。	1	2	3	4	5	6	7
我对如何改进对顾客的服务提出建设性的意见。	1	2	3	4	5	6	7

第五部分：您对工作的看法（请用数字 1 - 7 表示您对以下各项表述的同意程度）

1 = 完全不同意, 2 = 非常不同意, 3 = 有些不同意, 4 = 既非同意也非不同意, 5 = 有些同意, 6 = 非常同意, 7 = 完全同意

	非常不同意			非常同意			
	1	2	3	4	5	6	7
我感到自己是被这个酒店所接纳的一分子。	1	2	3	4	5	6	7
我可以参与到酒店组织的大部分社交活动中。	1	2	3	4	5	6	7
有时候我会感到自己是个外人。	1	2	3	4	5	6	7
努力服务顾客令我感到开心。	1	2	3	4	5	6	7
如果我的优质服务令顾客满意的话我对自己也感到满意。	1	2	3	4	5	6	7
我很享受服务顾客满足顾客需要的过程。	1	2	3	4	5	6	7
总的来说, 我对我目前的工作很满意。	1	2	3	4	5	6	7
如果我有机会重新选择, 我仍会选择现在的工作。	1	2	3	4	5	6	7
我很享受我现在的工作。	1	2	3	4	5	6	7
继续留在这个酒店工作对我来说是很必要的。	1	2	3	4	5	6	7
如果现在离开这个酒店的话会损害我自己的利益。	1	2	3	4	5	6	7
即使我想走, 目前对我来说我很难选择离开这个酒店。	1	2	3	4	5	6	7
如果明天有另一家公司请我, 我会拒绝。	1	2	3	4	5	6	7
在我可以预见的将来, 我打算留在这个酒店工作。	1	2	3	4	5	6	7
对我来说将我的职业生涯在这间酒店度过是非常重要的。	1	2	3	4	5	6	7
即使另一家酒店给我更高的工资和更好的待遇我也会留在这个酒店。	1	2	3	4	5	6	7

第五部分（请选择合适的一项打√）

1. 您的性别： (1) 男 (2) 女
3. 您的年龄段： (1) 18-29 岁 (2) 30-39 岁 (3) 40-49 岁 (4) 50-59 岁 (5) 60 岁或超过 60 岁
5. 您的最高学历： (1) 小学或中学毕业 (2) 高中或中专毕业 (3) 大专毕业 (4) 大学本科毕业 (5) 研究生
6. 您个人的年收入： (1) 少于 ¥5,000 (2) ¥5,000 - ¥9,999 (3) ¥10,000 - ¥29,999 (4) ¥30,000 - ¥49,999 (5) ¥50,000 - ¥69,999 (6) 大于 ¥70,000

APPENDIX C

OKLAHOMA STATE UNIVERSITY

INSTITUTIONAL REVIEW BOARD (IRB) APPROVAL

Oklahoma State University Institutional Review Board

Date: Thursday, July 30, 2009
IRB Application No HE0943
Proposal Title: A Cross-Culture Study on the Motivational Mechanism of Hotel Employees' Organizational Citizenship Behavior

Reviewed and Processed as: Exempt

Status Recommended by Reviewer(s): Approved Protocol Expires: 7/29/2010

Principal Investigator(s):

Jintao (Emily) Ma
210 HES
Stillwater, OK 74078

Hailin Qu
220 HES
Stillwater, OK 74078

The IRB application referenced above has been approved. It is the judgment of the reviewers that the rights and welfare of individuals who may be asked to participate in this study will be respected, and that the research will be conducted in a manner consistent with the IRB requirements as outlined in section 45 CFR 46.

The final versions of any printed recruitment, consent and assent documents bearing the IRB approval stamp are attached to this letter. These are the versions that must be used during the study.

As Principal Investigator, it is your responsibility to do the following:

1. Conduct this study exactly as it has been approved. Any modifications to the research protocol must be submitted with the appropriate signatures for IRB approval.
2. Submit a request for continuation if the study extends beyond the approval period of one calendar year. This continuation must receive IRB review and approval before the research can continue.
3. Report any adverse events to the IRB Chair promptly. Adverse events are those which are unanticipated and impact the subjects during the course of this research; and
4. Notify the IRB office in writing when your research project is complete.

Please note that approved protocols are subject to monitoring by the IRB and that the IRB office has the authority to inspect research records associated with this protocol at any time. If you have questions about the IRB procedures or need any assistance from the Board, please contact Beth McTernan in 219 Cordell North (phone: 405-744-5700, beth.mcternan@okstate.edu).

Sincerely,


Sheila Kennison, Chair
Institutional Review Board

VITA

Emily Jintao Ma

Candidate for the Degree of

Doctor of Philosophy

Thesis: A CROSS-CULTURE STUDY ON THE MOTIVATIONAL MECHANISM OF HOTEL EMPLOYEES' ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Major Field: Human Environmental Sciences

Biographical:

Personal Data: Daughter of Dianbo Ma and Xiaoying Di, born in an island of Baiyang Lake, China. Love God and explore the world through education. Places of significance: Baiyang lake → West Lake → Victoria Harbor → Stillwater → Gold Coast.

Education:

Received the Bachelor of Science Degree in Tourism Management (under Business Administration) at Zhejiang University, Hangzhou, China in 2005;

Received the Master of Science Degree in Hotel and Tourism Management at the Hong Kong Polytechnic University, Hong Kong, China, 2007;

Completed the requirements for the Doctor of Philosophy Degree with a major in Hospitality Administration at Oklahoma State University, Stillwater, United States in 2010.

Experience: Editorial Board Assistant for Journal of Quality Assurance in Hospitality and Tourism (September 2007 to May 2010); Research Assistant at the Center for Hospitality and Tourism Research, Oklahoma State University (July 2008 to January 2010); Teaching Assistant at the School of Hotel and Restaurant Administration, Oklahoma State University (August 2009 to May 2010); Restaurant Assistant Manager at Taylor's (August 2009 to May 2010).

Professional Memberships: International Council on Hotel, Restaurant and Institutional Education; Phi Kappa Phi Honor Society.

Name: Emily Jintao Ma

Date of Degree: May, 2010

Institution: Oklahoma State University

Location: Stillwater, Oklahoma

Title of Study: A CROSS-CULTURE STUDY ON THE MOTIVATIONAL
MECHANISM OF HOTEL EMPLOYEES' ORGANIZATIONAL
CITIZENSHIP BEHAVIOR

Pages in Study: 205

Candidate for the Degree of Doctor of Philosophy

Major Field: Human Environmental Sciences

Scope and Method of Study: The purpose of the study was to understand the motivational mechanism of hotel employees' organizational citizenship behavior (OCB) from a cross-culture perspective. This study proposed a new three-dimensional model of OCB (OCB-O, OCB-I and OCB-C) as well as the altruistic-egoistic motivational mechanism of OCB. This study empirically tested the proposed model by collecting data from both US hotel employees and Chinese hotel employees using convenience sampling method. Confirmatory Factor Analysis, Structural Equation Modeling and Multi-group Structural Equation Modeling were the main statistical methods used for data analysis.

Findings and Conclusions: The findings suggested that hotel employees' OCB was complexly motivated by both altruistic motivations and egoistic motivations and the motivations of OCB seemed to be culturally specific. In addition, this study developed a new three-dimensional framework of OCB, using Organization (OCB-O), Coworker (OCB-I) and Customer (OCB-C) as the targets of OCB to distinguish the three dimensions. The findings suggested that this new framework was a valid framework. This study also expanded the traditional Social Exchange Theory by including coworker exchange and customer-employee exchanges. It also tested four moderators' (culture, individualism-collectivism orientation, impression management and empowerment) influence on the proposed relationships. The study could contribute to the existing literature on the dimensionality of OCB as well as the motivational mechanism of OCB. It enriched the existing literature by investigating OCB in the hotel contexts. The implications drawn from the findings also could help hotel managers to motivate employees to provide good services to customers as well as retaining hotel employees to stay with the current organization.

ADVISER'S APPROVAL: Dr. Hailin Qu
