

**THE CASUAL EFFECTS OF HUMAN RESOURCE PRACTICES,
SUPERVISOR SUPPORT, AND COWORKER SUPPORT,
INFLUENCING ON ORGANIZATIONAL CITIZENSHIP
BEHAVIOUR TOWARDS JOB PERFORMANCE OF
FRONTLINE EMPLOYEES IN FOUR-STAR
HOTELS IN PHUKET, THAILAND**

Yanapa Boonparkob

**A Dissertation Submitted in Partial
Fulfillment of the Requirements for the Degree of
Doctor of Philosophy (Integrated Tourism Management)
The Graduate School of Tourism Management
National Institute of Development Administration
2019**

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ABSTRACT

Title of Dissertation	THE CASUAL EFFECTS OF HUMAN RESOURCE PRACTICES, SUPERVISOR SUPPORT, AND COWORKER SUPPORT, INFLUENCING ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR TOWARDS JOB PERFORMANCE OF FRONTLINE EMPLOYEES IN FOUR-STAR HOTELS IN PHUKET, THAILAND
Author	Yanapa Boonparkob
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This study attempts to propose and examine a theoretical conceptual model that investigates the causal effects of hotel frontline employees' perceptions of human resource (HR) practices, supervisor support, and coworker support, influencing on organizational citizenship behaviour (OCB) towards job performance in the context of four-star hotels in Phuket, Thailand. The mediating effects of OCB are also highlighted. HR practices in this study are in a form of high-performance work practices (HPWPs) consisting of selective staffing, rewards, training, empowerment, job security, and career opportunity. The three dimensions, namely OCB towards organization (OCB-O), OCB towards coworker (OCB-I), and OCB towards customer (OCB-C), are engaged in OCB construct as suggested by Ma and Qu (2011). The ability-motivation-opportunity (AMO) theory and social exchange theory (SET) have been adopted to explain the relationship between organization – employees, supervisor – employees, and coworker – employees.

The theoretical framework for the study employed a quantitative research method and utilized a survey questionnaire as a research tool. Data were collected from 320 frontline employees of 16 participating hotels, member hotels of the Thai Hotel Association (THA), in Phuket as the subjects of this study. Structural equation modeling (SEM) and a series of confirmatory factor analysis (CFA) was performed to gauge the hypothesized model. The SEM analysis reveals that the hypothesised model yielded a good fit to the data with $X^2/Df = 1.773$, $CFI = 0.916$, $RMSEA = 0.049$, $RMR = 0.021$, and $TLI = 0.910$. Results suggest that only HR practices and coworker support have direct

positive effect on job performance, while supervisor support has no direct effect relationship with job performance in this context. The finding reveals that HR practices, supervisor support, and coworker support, directly and positively influence job performance. OCB is confirmed to fully mediate the supervisor support and job performance relationship, and partially mediate the HR practices and job performance, and coworker and job performance relationship.

HR practices in the form of HPWPs are found to be one of the most compelling antecedents; thus managers should consider HPWPs as a mandatory and initially invest on HPWPs that improve frontline employees' skills, knowledge, and ability, which in turn, boost employees' positive work-related behaviours, OCB and job performance. Such practices, career opportunity has appeared to be the most vital indicator of HPWPs for hotel frontline employees, followed by job security, selective staffing, training, rewards, and empowerment. Generally, in the hotel context, exercising HR practices seem to be the most vital driver of employees' behavioural outcomes. Interestingly, the study found that coworker support has the strongest effect on employees' displayed OCB in the case of frontline employees in the hotel context followed by HR practices and supervisor support. In other words, employees' willingness to display OCB are not only fostered by their tie with the organization (HR practices) and supervisor but seem to be better motivated by the emotional and instrumental supports received from their coworkers.

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CHAPTER 1

INTRODUCTION

1.1 Background

1.1.1 An Overview of the Travel and Tourism Industry in Thailand

In Thailand, the travel and tourism industry has explicitly contributed to the overall Thai economy. World Travel and Tourism Council (2018) has indicated that the travel and tourism industry in Thailand has generated THB 3,229.8 billion, accounting for 21.2 per cent of overall Thailand's GDP with the projection to surge 12.8 per cent in 2028. The industry has also created 5,834,000 billion jobs, equivalent to 15.5 per cent of total employment in 2017 with a forecast to surge 9.4 per cent of the total employment in 2028. Besides the growth of the travel demand, the hotel sector has seemingly played a predominant role as a critical player that directly contributes to the tourism and hospitality industry in Thailand (World Travel and Tourism Council, 2018).

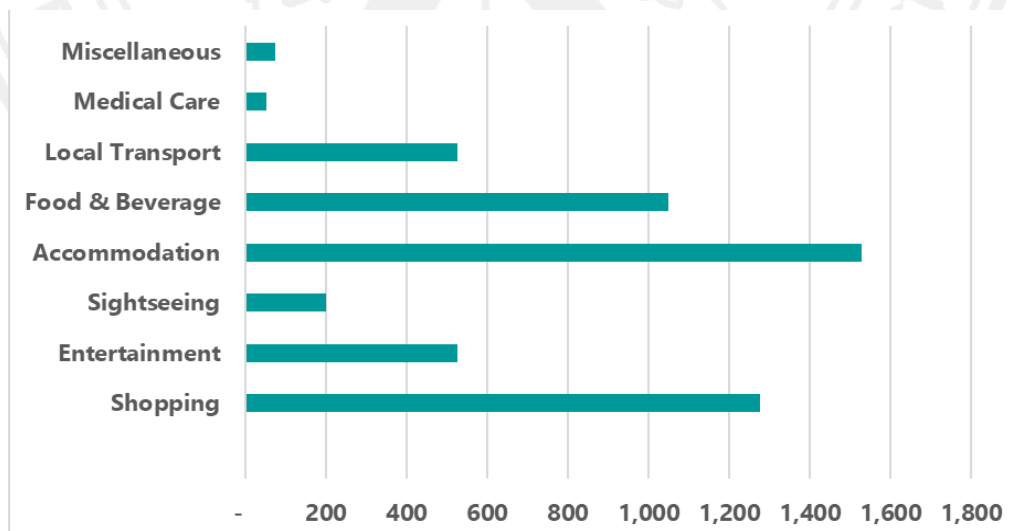


Figure 1.1 Average Expenditure on International Tourist Arrivals by Expenditure Item (January to December 2016)

Source: Data collected from Ministry of Tourism and Sport (2018)

1.1.2 An Overview of Hotel Businesses in Thailand

The hotel business has been the most critical form of accommodation sector due to its ability to generate revenue (Gyur  cz-N  meth, Friedrich, & Clarke, 2013). Regarding Thailand's international tourist receipts in 2016, the average tourist daily spending is approximately THB 5,237.62 per person in which accommodation (mainly hotel), shopping, and food and beverage services (or restaurants) are the top shares (as depicted in Figure 1.1) at 29.21%, 24.40%, and 20.03% respectively (Ministry of Tourism and Sport, 2018). Also, in 2016, the hotel businesses and guesthouses have employed 253,771 persons with total salaries and wages of THB 48,624 million (National Statistical Office, 2016). Furthermore, Figure 2.2 has illustrated the growing number of the hotels in Thailand from 2015 to 2018 (data updated as of September 2018) (TAT Intelligent Center, 2018) revealing a fast-growing rate of 48.18% within just four years. Regarding the region, 32.6 per cent of the total hotels are located in the South of Thailand followed by the central, north, and northeastern (National Statistical Office, 2016).



Figure 1.2 Number of Hotels in Thailand from 2015 to 2018 as of September 2018

Source: Analysed by author (Data collected from the TAT Intelligent Center (2018))

Phuket, the largest island of Thailand, is one the most popular seaside destinations, and often named as the “Pearl of Andaman Sea” located off the west coast of Thailand in the Andaman sea. According to the Ministry of Tourism and Sports (2018), Phuket has received over ten million of international tourists who produced revenue of over 391 billion baht. These figures are predicted to increase every year due to the increasing number of direct flights from overseas. Phuket has been in the 1st rank in the South of Thailand with 43% of the total revenues generated from hotel and restaurant businesses. Accommodation sector took up the largest share of the tourism budget at 28% of the total tourists’ expenditure per day and contributing to 48% of the total revenues of tourism industry in Phuket (Bank of Thailand, 2018). One of the fastest-growing segments in the accommodation sector in Phuket is a four-star rated hotel.

Four-Star hotel business in Phuket is a competitive segment but also an attractive market offering interesting opportunities for investors. Four and five-star hotels are always a choice for Chinese and Indian travellers, tour package segment in particular, who are in the top 10 international markets of Thailand (The Phuket News, 2019). However, like other segments, four-star hotels in Phuket have been facing many challenges, including the oversupply of hotel room as well as intense competition with five-star hotels. The number of hotels in Phuket has recently appeared to be oversupplied with a total of “56 properties or 15,463 keys in the pipeline” expected to open during 2019 to 2022 (C9 Hotelworks Market Research, 2020) making the competition in Phuket more intense. To achieve a competitive advantage in this competitive environment, the hotels must rely on their frontline employees to deliver excellent service to exceed guest’s satisfaction (Ma, Qu, Wilson, & Eastman, 2013).

1.1.3. The Significant Role of Frontline Hotel Employees

Frontline employees in the hotel sector refer to “those who have contact with customers in their regular work roles” and generally are from the front office, food and beverage (front of the house), and housekeeping department (Slåtten & Mehmetoglu, 2011). Frontline employees act as the agent between the hotels and customers (Singh, 2000); therefore; customers’ perception towards hotels have heavily depended on frontline employees’ performance regarding service quality (Bettencourt, Gwinner, &

Meuter, 2001). Thus, the hotels are required to retain and manage frontline employees effectively in this competitive environment as the performance of its frontline employees determines the success and failure of the hotel business. Hence, for hotels to deal with these challenges, it has been suggested that hotels should promote frontline employees to have more self-initiated and positive behaviour known as “organisational citizenship behaviour” (OCB) (Tang & Tang, 2012; Tsaur & Lin, 2004) which subsequently promote job performance (Basu, Pradhan, & Tewari, 2017; Cai, Huo, Lan, Chen, & Lam, 2018).

1.1.4 Organisational Citizenship Behaviour: Go Extra Mile

Organisational citizenship behaviour (OCB) refers to “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1997), in turn, “contribute to organisational effectiveness”. By this definition, it is evident that OCB has possibly had a positive impact on employee performance. Ma et al. (2013) have postulated that OCB is a key for delivering high service quality in which requires frontline employees to go above and beyond their work roles as prescribed in the job description to exceed customer satisfaction. Examples of organisational citizenship behaviour are helping behaviours, having good attendance at work, protect hotels’ property, and present creative solutions to customer problems (Ma, Qu, Wei, & Hsiao, 2018; Organ, 2018; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). If frontline hotel employees are willing to perform extra-roles or OCB, this may suggest that the work is more crucial to the frontline hotel employees than to others who complete the required tasks. Hence, identifying factors that have influenced employees to display OCBs may help to improve job performance of frontline hotel employees.

Nevertheless, the question is what provokes employees to engage in OCB? Numerous empirical studies have been attempting to examine the effect of various factors on OCB. Those factors include personality traits (Borman, Penner, Allen, & Motowidlo, 2001; Chiaburu, Oh, Berry, Li, & Gardner, 2011), job satisfaction (Moorman, Niehoff, & Organ, 1993; Nasra & Heilbrunn, 2016; Varela González & García Garazo, 2006; Williams & Shiaw, 1999), organisational commitment (Devece, Palacios-Marqués, & Alguacil, 2016; Pradhan, Jena, & Kumari, 2016),

transformational leadership (Bottomley, Mostafa, Gould-Williams, & León-Cázares, 2016; Kent & Chelladurai, 2001; Wang, Law, Hackett, Wang, & Chen, 2005). Considering extant research of OCB and job performance pertinent to frontline employees in the hospitality industry as well as the issues the hotel businesses are facing, the role of human resource management (Guan & Frenkel, 2018; Karatepe, 2013; Safavi & Karatepe, 2018), supervisor support, and coworker support (Eby, Butts, Hoffman, & Sauer, 2015; Ma et al., 2018) are essential to be investigated as frontline hotel employees have to deal with not only the customers but also organisation, supervisors, and coworkers. In addition, the impact of these three factors on OCB and job performance in the hotel setting is underwritten.

1.1.5 Human Resource Management and Social Support: Boosting OCB and Job Performance

HR practices refers to the implementation of practices and policies that have an impact on employees' perceptions (Wright & Nishii, 2007) attitudes, behaviours, and performance (Makhecha, Srinivasan, Prabhu, & Mukherji, 2016; Noe, Hollenbeck, Gerhart, & Wright, 2007), as well as organisational performance. This can be well explained by the AMO model which views employees' performance with three essential dimensions; 1) ability (or skill), 2) motivation, and 3) opportunity that drives an employee to function effectively. Hence, organisations should design HR activities that will enhance employee performance through those dimensions (Jiang, Lepak, Hu, & Baer, 2012; Obeidat, Mitchell, & Bray, 2016; Violetta & Heidi, 2018). Evidences (Chen, Lyu, Li, Zhou, & Li, 2017; Jaiswal & Dhar, 2017; Latorre, Guest, Ramos, & Gracia, 2016; Nassar, 2017; Presbitero, 2017; Safavi & Karatepe, 2018) show that HR practices including a form of high-performance work practices or HPWPs (best practices) or high-commitment practices have shown a positive impact on hotel employees' job performance in Iran, China, India, Egypt, and the Philippines.

For example, Chen, Lin, and Wu (2016) discovered that HR practices in the form of HPWPs led to higher frontline employees' task performance through psychological efficacy. Another study by Violetta and Heidi (2018) suggests that employee wellbeing mediates the linkage between HR practices (focusing on skill, opportunity, and emotion) and in-role employee performance. Although prior studies

have demonstrated the positive relationship between HR practices and employees' job performance, the majority of previous studies have emphasised on supervisors' perception of HR practices rather than employees' perception. Besides, extant research has not yet fully explained the mechanism between HR practices and job performance. Hence, it is necessary to investigate mediating variable between HR practices – performance (Batt, 2002; Chen, Lin, et al., 2016; Liao, Toya, Lepak, & Hong, 2009). However, prior empirical studies (except Cai et al. (2018) and Chiang and Hsieh (2012)) have ignored to examine the relationship between OCB and job performance and whether HR practices would have any impact on OCB and job performance. Therefore, this study will examine the effect of HR practices on OCB as well as mediating effects of OCB to further our understanding of the HR-performance mechanism as well as the other vital antecedents, namely supervisor support and coworker support, of performance

The other two antecedents that considerably play a significant role in enhancing employees' organisational citizenship behaviour and job performance are the support from coworker and supervisor. Social support in the workplace has generally emanated from management (organisation), colleagues/coworker, and immediate supervisor (Kossek, Pichler, Bodner, & Hammer, 2011). Leavy (1983) has defined social support as “the availability of helping the relationship and the equality of those relationships.” Bettencourt and Brown (1997) have suggested that a service climate is necessary for the hospitality industry in which employees, particularly frontline employees, have to help each other and work as a team in a service delivery process to meet customer needs. Hence, in the situation that involve considerably intimate interactions, the mutual exchange relationship occurs. Yang et al. (2015) have claimed that when supervisors and coworkers provide strong support, employees tend to relieve from stress (Sloan, 2012), which in turn increase their job satisfaction (Chiaburu & Harrison, 2008), and wellbeing (Bergbom & Kinnunen, 2014), as well as job performance (Pritchard & Karasick, 1973). Generally, both supervisors and coworkers will facilitate employees regarding emotional support and instrumental support (Ruiller & Van Der Heijden, 2016). The hotel frontline employees depended heavily on mutual support and teamwork to meet customer satisfaction (Ruiller & Van Der Heijden, 2016). Although coworker support and supervisor support are both vital for employees' behaviours at

the workplace, prior studies have employed linear regression or treated these two constructs as a moderator instead of independent variables. Hence, this study will fill this gap and treat coworker and supervisor support as independent variables to investigate the impact on OCB and job performance.

Despite all those challenges, the extant research has revealed a significant lack of studies on the relationship between HR practices, coworker support, supervisor support, organisational citizenship behaviours, and job performance in the hotel setting. Also, despite the growth of the tourism industry, particularly the hotel sector in Phuket, there is still a lack of research in this top destination. Hence, this study will be meaningful to the hotel sector in Phuket. Furthermore, the literature on the hotel context, particularly four-star hotels, remains lacking in systematically investigating the application of these five constructs. Thus, this research will investigate this relationship to gain a more insightful understanding.

1.2 Significance and Contributions of the Study

Human resource management and OCB have attracted considerable attention from researcher across the fields for over two decades. Specifically, researching the four-star hotel setting in Thailand at the individual level with a focus on job performance at the individual employee level is meaningful from theoretical and practical perspectives. Also, investigating the role of perceived supervisor and coworker support in the hotel setting is essential. However, a review of previous literature shows that there is a need to fill in the theoretical gap of the study of the causal relationship between human resource practices, supervisor support, coworker support, organisational citizenship behaviour, and job performance at the employee level. Filling the gaps will generate the following contributions.

1.2.1 Theoretical Contributions

1.2.1.1 The Black-Box (HRM – Performance Linkage)

In this study, the “black box” problem refers to the lack of knowledge on the intervening variables and their effect on HRM-job performance relationship at the employee level as presented in Figure 1.3 (Savaneviciene & Stankeviciute, 2010). Previous studies have shown the excessive work of investigating the mediating mechanism which helps in explaining the linkage between human resource management and organisational performance, but little is known about how HR practices link to employees’ job performance. Thus, this study might yield limited empirical evidence by investigating the role of OCB as the underlying mechanism linking HR practices perceived by employees to employees’ job performance. This will expand the current knowledge from the extant literature in human resource management and unlock some aspects of the black box problem.

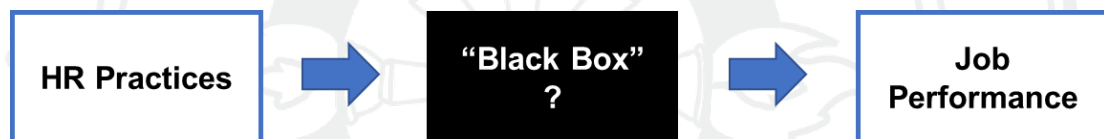


Figure 1.3 The “Black Box” of Employees’ Job Performance

Source: Adapted from Savaneviciene and Stankeviciute (2010)

1.2.1.2 Filling the Gaps in Organisational Citizenship Behaviour Studies

First, the research studies of OCB as a mediator is still under-research (Chiang & Hsieh, 2012). Few studies have been conducted to simultaneously examine both the antecedents and outcomes of OCB in the one model. Current research mostly centres on either the antecedents or outcomes of OCB. Second, the organizational level seems to be the centre of most studies related to consequences of OCB. Third, while OCB has been considered as a multidimensional construct, there is still no agreement on the dimensionality of OCB. Besides, few studies have included service-oriented organisational citizenship behaviour (SO-OCB) in the study of OCB construct (Ma et al., 2013). Recently, more evidence has shown the increasing attention of SO-OCB in the study of service context, particularly for the frontline hotel employees. Thus, this

study will fill in the aforesaid theoretical gaps and expand the previous knowledge in the studies of OCB.

1.2.1.3 The Importance of Perceived Supervisor and Coworker Support

Considering the number of previous studies in the social support literature, little attention was given to the effect of perceived supervisor and coworker support on employees' behaviours when comparing to the perceived organisational support. Besides, there are conflicting results of the previous studies. Some studies state that perceived organisational support has more impact on employees' attitudes and behaviours, but some shows that perceived supervisor support and coworker support have a stronger effect on employees' behaviour, particularly in the hospitality studies. Also, the lack of studies related to supervisor and coworker support in Thailand. Thus, this study will add more knowledge in the social support literature as well as the studies in the context of hotels in Thailand.

1.2.2 Practical Contributions

The study has attempted to provide two major contributions to the hotel industry. First, hotels generally expect their frontline employees to constantly exceed guests' satisfaction and provide quality service to achieve a competitive advantage. In order to do so, hotels need employees who have a high level of OCB. In other words, hotels need employees who are willing to perform beyond the requirements of their task to exceed customer satisfaction and support operations more effectively. Thus, the results of this study will provide meaningful information on which antecedents are likely to foster employees' OCB.

Second, hotel managers might have a guideline on how to improve the relationship between the supervisor-employee and coworker-employee to create a more positive working environment, which in turn boost frontline employees' job performance and lead to increase in organizational performance.

1.2.3 The Importance of the Study of Four-Star Rated Hotels

To achieve the objectives of this research, the author has merely collected the information from the four-star rated hotels for several reasons. First, since this study has examined the level of human resource practice, mainly high-performance work practices (HPWPs), perceived by frontline employees, the extant studies have suggested that four and five-star hotels have appeared to exercise more HPWPs and employ more full-time frontline employees (Karatepe & Karadas, 2015; Lee et al., 2018; Safavi & Karatepe, 2018) comparing to other types of hotels. Second, the four-star hotels in Phuket have considerably expanded in recent years accounted for approximately 68.97 per cent of the total number of member hotels operating in Phuket as listed in the Thai Hotel Association in 2017. Third, despite its growing numbers, there are few human resource management, organizational citizenship behaviour, social exchange, and hospitality literature, studying four-star hotels when comparing to five-star hotels leading to the lack of knowledge in managing hotel frontline employees among four-star hotels. Hence, drawing upon the above justifications, four-star hotels are the most appropriate target group for this study, contributing additional understanding to this segment.

1.3 Research Questions

- 1) What is the level of HR practices, supervisor support, coworker support, organisational citizenship behaviours, and job performance of frontline employees in four-star hotels?
- 2) What are the constructs of HR practices, supervisor support, coworker support, organisational citizenship behaviours, and job performance of frontline employees in four-star hotels?
- 3) What are the causal effects of perceived HR practices, supervisor support, coworker support, organisational citizenship behaviours, and job performance of frontline employees in four-star hotels?

1.4 Research Objectives

- 1) To study the level of HR practices, perceived supervisor support, perceived coworker support, organisational citizenship behaviours, and job performance of frontline employees in four-star hotels.
- 2) To examine the constructs of HR practices, supervisor support, coworker support, organisational citizenship behaviours, and job performance of frontline employees in four-star hotels.
- 3) To investigate the causal effects of HR practices, supervisor support, coworker support, organisational citizenship behaviours, and job performance of frontline employees in four-star hotels.

1.5 Research Output

- 1) The level of HR practices, supervisor support, coworker support, organisational citizenship behaviours, and job performance of frontline employees in four-star hotels?
- 2) The constructs of HR practices, supervisor support, coworker support, organisational citizenship behaviours, and job performance of frontline employees in four-star hotels?
- 3) The causal effects HR practices, supervisor support, coworker support, organisational citizenship behaviours, and job performance of frontline employees in four-star hotels?

1.6 Research Outcomes

- 1) Human resource professionals in hotel businesses can adopt this study to design appropriate human resource activities or program that will promote employees' citizenship behaviours, which in turn, support job performance.
- 2) Contributing to human resource management literature, particularly the HRM-performance linkage.

3) Contributing to organisational behaviour literature of more antecedents in encouraging employees within the hospitality setting to display or exhibit higher OCB and job performance.

4) Contributing to the social exchange theory literature in the hotel context.

1.7 Research Scope

1.7.1 Scope of Content

This study focuses on the concept social exchange theory (SET), the concept of human resource management, particularly in the aspect of employee perceptions of human resource practices, coworker support, organisational citizenship behaviours, and job performance. Specifically, human resource practices, perceived supervisor support, perceived coworker support, and organisational citizenship behaviours, have been adopted as the independent variables, while job performance has been conceived as a dependent variable. Also, the mediating effect of organisational citizenship behaviour will be investigated. Hence, literature reviews on those focal constructs will be adopted to identify the indicators to frame the quantitative interpretation and support the discussion to develop an implication for HR professionals and hotel owners for the improvement of employee performance.

1.7.2 Scope of Area

The study was carried out within Phuket province, the fastest growing area of the hotel industry in the South of Thailand.

1.7.3 Scope of Demography

The population of this study was the full-time frontline employees or customer-contact employees working within the four-star hotels in Phuket province. The hotel frontline employees in this study may include those who work as guest service agents, bell boys, guest relation agents, bartenders, waiters and waitresses, front-of-the-house cooks, and room attendants, for example.

1.7.4 Scope of Time

The study was carried out from January 2018 and expected to complete by January 2020. The process included reviewing empirical literature, designing research methodology, developing a questionnaire, collecting data, data analysis, and presenting output.

1.8 Definition of Terms

Human Resource Practices (HR Practices) refer to “a combination of people-oriented management practices that views employees as assets, not costs; and its main aim is to create and maintain a skilful and committed workforce to gain a competitive advantage” (Senyucel, 2009). HR practices in this study are in the form of high-performance work practices (HPWPs), manifested by selective staffing, rewards, training, empowerment, job security, and career opportunity.

Supervisor Support refers to “employees’ beliefs about the degree to which the quality of helping relationships derived from supervisors is available” (Kim, Hur, Moon, & Jun, 2017).

Coworker Support refers to “employees’ beliefs about the degree to which the quality of helping relationships derived from peers is available” (Kim et al., 2017), particularly in the aspect of emotional and instrumental support.

Organisational Citizenship Behaviour (OCB): “individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system” (Organ, 2018) “and that in aggregate promotes the effective functioning of the organisation” (Organ, 1988).

Job Performance is also known as task performance or in-role performance. In this study, job performance refers to “the effectiveness with which job incumbents perform activities that contribute to the organisation's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services” (Borman & Motowidlo, 1997).

Four-Star Hotels in this study refer to the four-star hotels in Phuket province that are certified by the Thai Hotels Association (THA). These hotels provide a wide range of facilities, such as swimming pools, fitness centres, restaurants, and several

large meeting rooms, and provide a service that above average. Additionally, the standard guestrooms in the four-star hotels in Thailand must be at least 29 cubic meters (including the bathroom) with a minimum of 3.5 feet bed. (Thai Hotels Association, 2020)

Hotel Frontline Employees: refer to “those who in their work role have daily or regular contact with customers” (Slåtten & Mehmetoglu, 2011). The hotel frontline employees in this study may include those who work as guest service agents, bell boys, guest relation agents, bartenders, waiters/waitresses, front-of-the-house cooks, and room attendants, for example.

1.9 Chapter Summary

This chapter aimed to provide an overview of the study. The challenges of hotel businesses in Thailand and the growth of Phuket as a study destination were introduced as well as the significant role of hotel frontline employees were underscored. The main constructs, Human Resource Practices, Supervisor Support, Coworker Support, Organisational Citizenship Behaviours, and Job performance, were introduced and defined. The expected theoretical and practical contributions of this study were clarified. The next chapter will provide a detailed overview of the constructed introduced in this chapter with specific reference from the extant research involving these five focal constructs to develop a research conceptual model for this study.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the concept, theoretical, and empirical background to frame the study on investigating the causal effects of HR practices, supervisor support, coworker support, organisational citizenship behaviour, and job performance of frontline employees of four-star hotels in Phuket province. The first part of this chapter presents a brief overview of previous and recent studies in such a manner to build the theoretical research framework for this study. The later section of this chapter offers empirical evidence, including international and local studies, for the relationships among the constructs as well as the mediation role of organisational citizenship behaviour. Finally, the conceptual research framework of this study is given.

2.2 Hotel Businesses in Phuket

The robust growth in the tourism industry in Thailand has made hotel businesses an attractive sector for local and international investors. As an integral part of the tourism industry, the hotel business has become a major source of revenues of the tourism industry and ultimately contributes to Thailand's economy. In 2018, hotels and restaurants contributed to 5.6% of Thailand's GDP, generating revenue of 920 billion baht. Thailand's hotel sector has always offered a competitive price and good accommodation with good value for money compared to other countries. The expansion of the hotel business in Thailand is mainly concentrated in the major tourist destinations, such as Bangkok, Pattaya, and Phuket (Puttachard Lunkam, 2019). However, regarding the region, 32.6 per cent of the total hotels are located in the South of Thailand followed by the central, north, and northeastern (National Statistical Office, 2016).

Phuket is the largest island of Thailand and is one of the prime seaside destinations, and often named as the “Pearl of Andaman Sea”. Phuket ranked 6th “Best Destinations in the World” and was the only destination in Thailand list in the TripAdvisor’s annual Traveler’s Choice Awards (Tripadvisor, 2020). The province itself is famous for water activities and rich natural resources with world-class attractions. Phuket’s economy has greatly relied on the tourism industry. In 2019, the accommodation and food services sectors took up almost 47% to Phuket’s GDP (C9 Hotelworks Market Research, 2020). Drawing on the above reason, Phuket has always remained attractive for local and international hotel investors. Phuket has seen significant expansion in the number of hotels across the Island in which most hotels are concentrated in the top five areas, namely Patong, Bangtao, Kamala, Nai Harn, and Kathu (C9 Hotelworks Market Research, 2020). The hotel industry in Phuket is anticipated to benefit from the increasing number of direct flights and diverse tourism products. More importantly, the four-star hotels in Phuket have considerably expanded in recent years accounted for approximately 68.97 per cent of the total number of member hotels operating in Phuket as listed in the Thai Hotel Association in 2017. The four-star hotel segment in Phuket becomes an attractive segment for investment because four-star hotels appear to be a good choice for those tourists as most four-star hotels offer good accommodation at an affordable price comparing to five-star hotels. Most tourists who visit Phuket demand good accommodation but having a budget left for travelling. (Kalaya, 2019).

2.3 The Social Exchange Theory

Social Exchange theory is the development of interdisciplinary theories derived from various disciplines, including, organisational behaviour, human resource management, and psychology (Cropanzano & Mitchell, 2005; Garba, Babalola, & Guo, 2018; Ma & Qu, 2011; Purcell, Kinnie, Hutchinson, Rayton, & Swart, 2003). Blau (1964) defined social exchange as a person’s voluntary behaviours of reciprocity motivated by “the return from others, as well as social exchanges from relationships” (Ma & Qu, 2011). While traditional economic exchange mainly focuses on tangible benefits, such as return on investment for exchange (Ridings, Gefen, & Arinze, 2002),

social exchange emphasises more on intangible social value, such as helping, caring, and friendly (Blau, 1964). In particular, social exchange deals with the exchange relationship between the parties through trust, commitment, and developing a belief to recompense (Choi, Lotz, & Kim, 2014).

Social exchange theory has widely been applied as the fundamental framework to explain the linkage between human resource management and employee performance (Aybas & Acar, 2017) and employees' citizenship behaviours (Campbell Pickford & Joy, 2016; Choi et al., 2014; Organ, 1997), and the relationship among the key players within the organisations, such as supervisors and coworkers (Chiaburu & Harrison, 2008; Tang & Tsaur, 2016; Yang et al., 2015) concerning OCB and job performance. Ma et al. (2013) have pointed out that frontline employees in the hotel cooperate with three groups of actors, supervisors (or leaders), colleagues, and customers. Further, having a good relationship among these three groups of people is likely to encourage frontline employees to display a higher level of discretionary behaviours or OCB which, in turn, support job performance, and ultimately contribute to the organisational effectiveness (Ma & Qu, 2011).

In conclusion, the theoretical research framework of this study has been underlined by the social exchange theory, which has highlighted the critical role of human resource practices, supervisor and coworker support, in stimulating the organisational citizenship behaviour and job performance of frontline hotel employees. The concept of social exchange theory as indicated earlier has provided a foundation for comprehending the roles that human resource practices (organisation), supervisors, coworkers, and employees have played in social exchange relationship in the workplace, which will be further discussed in detail in the later sections.

2.4 Human Resource Management

2.4.1 Definitions and the Concept of Human Resource Management

Human resource management (abbreviated as HRM or HR) is exceptionally dynamic and embraces a multidisciplinary area. Several scholars have been attempting to define the concept of HRM, but as yet there is no precise definition to date (Heery & Noon, 2017; Nickson, 2007; Senyucel, 2009). O'Riordan (2017) has referred to Human Resource Management (HRM) as “the concern with all aspects of how people are employed and managed in organisations.” While Boxall and Purcell (2011) have broadly defined HRM as “all those activities related to the management of people in firms.” This definition has underscored the adoption of various management practices rather than a single practice in managing employees. Considering a myriad of variations in the interpretation of HRM concepts from a strategic perspective as summarised in Table 2.1, Bratton and Gold (2017) have correspondingly asserted that contemporary HRM becomes more strategic to managing employer-employee relationship which underlines the consequence of investing in employees' capabilities and commitment to attaining a sustainable competitive advantage. Drawing on the definitions above, the commonality of HRM across studies has appeared to advocate the capability of the organisation in employee management by stabilising a cost-effective (Boxall, Purcell, & Wright, 2007). Whereas Guest (1987) has postulated the major key dimensions of HRM which reflects the common goals of strategic perspective as follows;

- 1) *Flexibility/Adaptability*: An organisation has anticipated that employees willingly adapt to any changes within the organisation without any conflict or bias. (e.g function flexibility)
- 2) *Quality*: Organisation's performance can be accomplished through the quality of the employees from operational and managerial levels.
- 3) *Integration*: HR strategies and policies should be aligned with the organisation's strategy.
- 4) *Employee Commitment*: Organisations have expected employees to be able to identify the goals and benefits of the organisations, and commit to accomplishing those benefits and goals (Guest, 1987).

Table 2.1 Human Resource Management (HRM) and its Definitions

Author(s)	Definitions
Bratton and Gold (2017, p. 7)	“a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programmes and practices.”
Boxall et al. (2007, p. 1)	“the management of work and people towards desired ends is a fundamental activity in any organisation in which human beings are employed. It is not something whose existence needs to be radically justified: HRM is an inevitable consequence of starting and growing an organisation.”
Senyucel (2009, p. 16)	“a combination of people-oriented management practices that views employees as assets, not costs; and its main aim is to create and maintain a skilful and committed workforce to gain a competitive advantage.”
Armstrong and Taylor (2009, p. 5)	“a strategic, integrated and coherent approach to the employment, development, and well-being of the people working in organisations.”
Nassar (2017, p. 5)	“a strategic approach for managing the assets that are most valued, the people, or human resources, who help to achieve the organisation’s objectives.”

In sum, Identifying the multidisciplinary nature of HRM could be problematic. There are various types of HRM practices, and practices that differ from one organisation to another, often in line with HRM concepts in just a few respects (O'Riordan, 2017). Conversely, the mentioned variances in HRM interpretations and numerous existing HRM models have revealed the two different classic dimensions of HRM, known as hard and soft models (Storey, 1992). These approaches have been widely adopted across literature in management and organisational behaviours providing the ideas and the concept behind the practices of HR that will be discussed in details in the next section.

2.4.2 Hard and Soft HRM Approaches

The hard HRM model (also known as the Michigan model) stresses on business-strategy and effective organisational performance to the extent which employees or human resources are recognised as costs and exploited to achieve the organisation's goal without incorporating employee interests (Bach, 2005; Storey, 1992). Additionally, this approach puts firm control in the hands of management, and the role of the HR department is to manage the numbers effectively while maintaining labour's skills, behaviour attributes that organisation requires (Legge, 1995; Storey, 1992). Beardwell and Claydon (2007) assert that organisations adopted this approach as a cost-control strategy related to business activities, such as cost-cutting (i.e., labour wages), downsising, and limiting break time. Consistent with Beardwell and Claydon (2007), the hard approach by nature is;

- 1) 'unitarist' that the focus was on the efficiency of the organisation rather than the shared interest of employers and employees,
- 2) disregard the interests of employees and other stakeholders,
- 3) a vital interest of the company to the motivation and inspiration of each employee, and
- 4) playing with external and collective problems. (unionization) (Bach, 2005).

In contrast, the soft HRM model (also known as the Harvard model, Beer, Spector, Lawrence, Mills, and Walton (1984)), emphasises on treating workers as a source of competitive advantage through employee participation, training and development, teamwork, communication, and employee commitment (Beardwell & Claydon, 2007; Pinnington & Edwards, 2000), and adaptability (Ishak, Abdullah, & Ramli, 2011). This soft HRM model explicitly presents the incorporation between situational features and stakeholder benefits resulting in HRM policy, HR outcomes (e.g., organisational citizenship behaviours, and job performance), and long-term business outcomes (Peter & Julie, 2010). Thus, the soft HRM aims at promoting a positive response from the employees through leadership style, motivational, and communication practices (Storey, 1992). The overall propensity of soft HRM management will include

- 1) the scope of team collaboration, which refers to the relationship between employees and the degree of executive support in events that keep staffs close with executive
- 2) the working atmosphere which includes the work environment surrounding the employee.
- 3) the form of communication which is intended to determine the nature of the communication directly associated with the work role of the members. (Ishak et al., 2011)

An earlier study of hard and soft models, Truss, Gratton, Hope-Hailey, McGovern, and Stiles (1997), who carried out the qualitative study of eight different private organisations to explore the adoption of soft and hard HRM approaches, found that all the organisations in the study tended to integrate both approaches in practices. The researchers correspondingly added that the particular elements of this integration were distinct to each organisation, which indicates that the strategy, culture, organisational structure, and the external and internal environment, have influenced on how HRM functions (Truss et al., 1997). Thus, Truss et al. (1997) and Stiles, Gratton, Truss, Hope-Hailey, and McGovern (1997) have contended that although the rhetoric of HRM adopted by the organisations is the soft HRM, the hard HRM experienced by employees frequently exists in reality (as cited in Armstrong and Taylor (2009)).

These two approaches may demonstrate various perspectives and distinct. Numerous authors have suggested that organisations should adopt these two different school of thoughts, hard and soft models, to achieving its business strategies and competitive advantage through people's attributions, skills, and strength, by incorporating all stakeholders' interests when implementing human resource practices. However, the way to balance these two approaches has remained questionable and challenging for the actual HR practices perceived by employees.

2.4.3 Human Resource Practices

HR practices refer to the implementation of practices and policies that have an impact on employees' perceptions (Makhecha et al., 2016; Wright & Nishii, 2007), attitudes, behaviours, and performance (Noe et al., 2007), aiming to improve the organisational performance and gain competitive advantage (Han, Chou, Chao, & Wright, 2006; Lazim, 2016; Ogunyomi & Bruning, 2016). Individually, HR practices are the employment of those aforementioned interrelated activities in the conception of HRM, as defined by various pioneering scholars in the previous section (See Table 2.1) (Armstrong & Taylor, 2009; Jaiswal & Dhar, 2017). Also, HR practices embrace a bundle of practices adopted by firms to manage employees by creating complex social relationships, building corporate knowledge, and developing specific capabilities to retain the competitive advantage (Minbaeva, 2005).

Hence, HR practice is one of the approaches to determine employee attitudes and behaviours (Noe et al., 2007). Specifically, HR practices create environments where employees are substantially involved in the organisation and work hard to achieve organisational goals (Huselid, 1995). Furthermore, HR practices have become an essential strategic tool that promotes favourable employee behaviour and leverages its capabilities, knowledge, and skills to enhance business performance (Young Sung & Choi, 2011). Correspondingly, HR practices might include a wide range of activities, such as training the talented employees, employees compensation and benefits, employee records, and assessing employee needs (Al-Refaie, 2015).

However, HR practices may vary across studies, and organisations may employ a different set of HR practices (Jiang, Lepak, Han, et al., 2012). Scholars have noted that the variations have derived from the internal and external factors, business strategy and objectives, which form HR policies and HR practices (Cambré, Kippers, van Veldhoven, & De Witte, 2012; Jiang, Lepak, Han, et al., 2012; Saridakis, Lai, & Cooper, 2017), as portrayed in Figure 2.1.

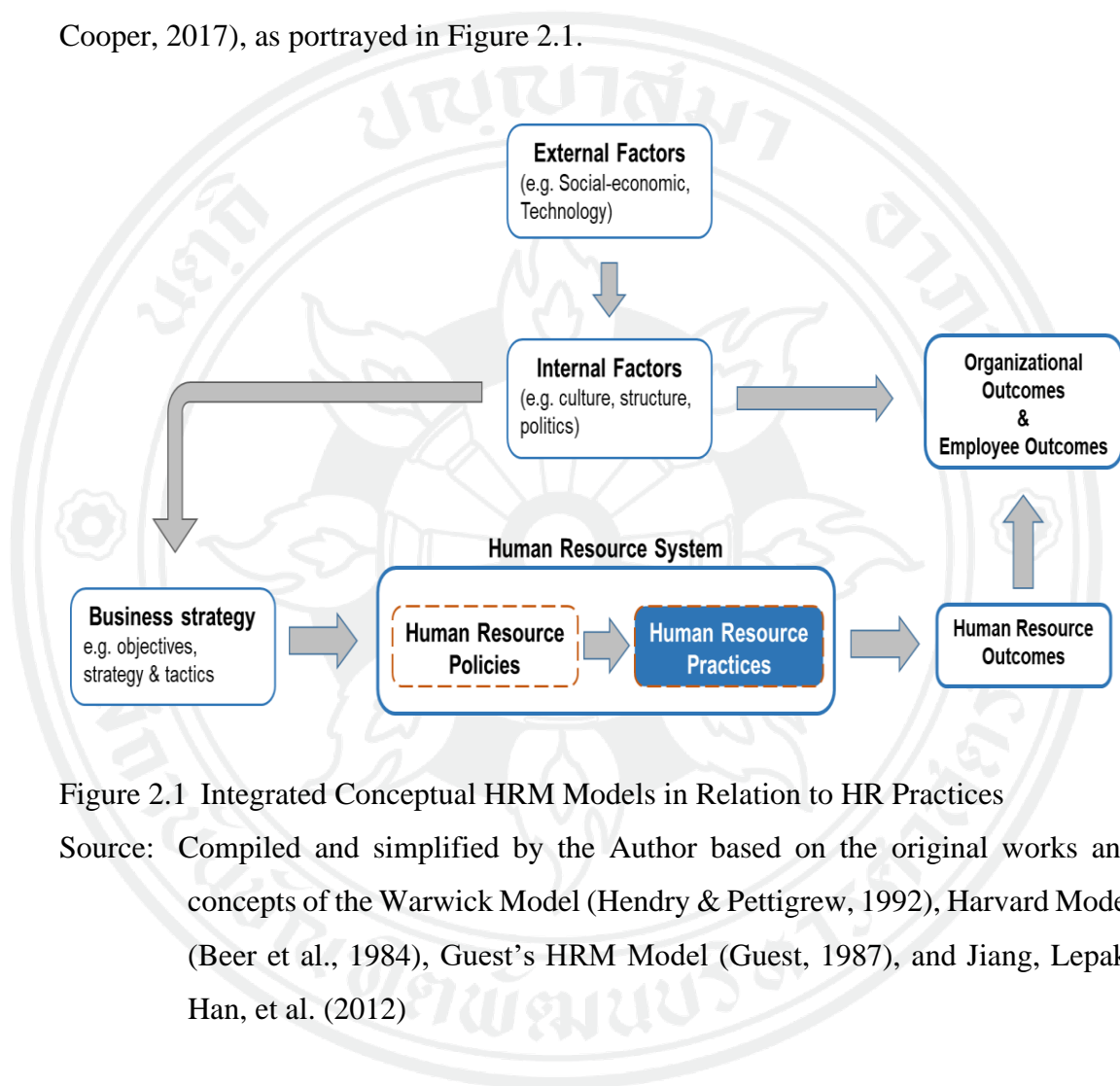


Figure 2.1 Integrated Conceptual HRM Models in Relation to HR Practices

Source: Compiled and simplified by the Author based on the original works and concepts of the Warwick Model (Hendry & Pettigrew, 1992), Harvard Model (Beer et al., 1984), Guest's HRM Model (Guest, 1987), and Jiang, Lepak, Han, et al. (2012)

HR practices as observed by Foss, Laursen, and Pedersen (2011) include retention policies, selection and recruitment, compensation (e.g., incentives), employee training and development, workforce planning, and internal communication. While the research from the Chartered Institute of Personnel and Development (CIPD) has revealed the six essential HR practices including work-life balance, performance appraisal, career development, communication and participation, job challenge and inspiration, and training opportunity, claimed to have a potential to improve productivity (O'Riordan, 2017; Purcell et al., 2003).

Apart from the above set of practices, Table 2.2 shows some of the recent empirical studies published during 2014 to 2018 investigating the relationship between HR practices treated as an independent variable, adopted by different sectors (including service sectors), and its potential consequences. The example of HR practices' consequences drawn from those empirical studies as depicted in Table 2.2 could be synthesised by the author into four clusters as follows;

- 1) *organisation performance*, such as financial and operational performance (Rauch & Hatak, 2016),
- 2) *individual or employees' attitudes* measured by employee well-being (Marescaux, Winne, & Forrier, 2018), engagement (Presbitero, 2017), perceived organisation support (POS) (Mayes, Finney, Johnson, Shen, & Yi, 2017), job satisfaction (Bui, Liu, & Footner, 2016), and organisational commitment (Nassar, 2017)),
- 3) *positive employees' performance*, such as task performance (Violetta & Heidi, 2018), and service and extra-role performance (or organisational citizenship behaviours) (Safavi & Karatepe, 2018), and
- 4) *negative employees' behaviours*, such as sickness and absenteeism (Latorre et al., 2016)

Table 2.2 Example of Empirical Studies of HR Practices and the Potential Consequences in Various Sectors from 2014 - 2018

Author	Sector/ Country	Key Populations	Practices (Measurement)	Consequences
Violetta and Heidi (2018)	Professional service company/ Finland	Employees & immediate supervisors	HPWPs <ul style="list-style-type: none"> • Skill-enhancing • Motivation-enhancing • Opportunity-enhancing 	<ul style="list-style-type: none"> • Mediator: Employee well-being (psychological/physical/social-well-being) • Job performance (in-role & innovative job performance)
Safavi and Karatepe (2018)	Hotel Industry/ Iran	Customer-contact employees	HPWPs <ul style="list-style-type: none"> • Selective staffing • Job security • Training • Empowerment • Rewards • Teamwork • Career opportunities • Work-life balance 	<ul style="list-style-type: none"> • Mediator: Career adaptability • Employee outcomes (met expectations, creative, and extra-role performance)
Marescaux et al. (2018)	Diverse industries: consultancy, car assembly, technology, glass production, healthcare, finance and insurance, the aviation industry	Employees & line managers	Developmental HR practices <ul style="list-style-type: none"> • Training opportunities • Career development • Feedback practices 	<ul style="list-style-type: none"> • Mediator: Employee-wellbeing (happiness: affective organisational commitment, and health: exhaustion) • Employee task performance

Author	Sector/ Country	Key Populations	Practices (Measurement)	Consequences
Aybas and Acar (2017)	Private Companies (various sectors)/ Turkey	Employees	<ul style="list-style-type: none"> • Skill-enhancing • Motivation-enhancing • Opportunity-enhancing • Working conditions 	<ul style="list-style-type: none"> • Mediator: Positive Psychological Capital • Work Engagement (vigour, dedication, and absorption)
Singh and Rao (2017)	Indian Business and Professional Service Sector	Employees	<ul style="list-style-type: none"> • Training opportunities • Job Design 	<ul style="list-style-type: none"> • Mediator: Knowledge Management Process • Organisational Human Capital
Presbitero (2017)	A hotel chain/Philippines	Different departments (e.g. housekeeping, F&B, front office)	<ul style="list-style-type: none"> • Training and development • Reward management 	<ul style="list-style-type: none"> • Employee engagement
Nassar (2017)	Four and Five Star Hotels/ Egypt	Employees	<ul style="list-style-type: none"> • Training and development • Recruitment • Performance Appraisals • Remuneration • Communication 	<ul style="list-style-type: none"> • Organisational Commitment (affective commitment, and continuance commitment)
Mayes et al. (2017)	Large hotel/ China	Managers and employees	<p>‘Best International HR Practices’</p> <ul style="list-style-type: none"> • Training • Performance appraisal • Hiring • Compensation 	<ul style="list-style-type: none"> • Mediator: Perceived organisation support (POS) • Job satisfaction

Author	Sector/ Country	Key Populations	Practices (Measurement)	Consequences
Jaiswal and Dhar (2017)	Hotel Industry India	Employees and Supervisors/M anagers	List of HR practices adopted from Brislin (1980) (Not revealed)	<ul style="list-style-type: none"> • Mediator: Affective commitment • Moderator: Job autonomy • employee creativity
Chen et al. (2017)	Hotel Industry/ China	Service employees	High-commitment HR Practices <ul style="list-style-type: none"> • Training • Performance appraisal • Hiring • Compensation 	<ul style="list-style-type: none"> • Mediator: Work-related self-efficacy, Perceived organisational support (POS), and Harmonious passion for work • Individual Proactive • Customer Service Performance
Rauch and Hatak (2016)	Small and Medium Sized (SME) Enterprises	Employees	HR-enhancing practices <ul style="list-style-type: none"> • Skill • Motivation • Empowerment 	<ul style="list-style-type: none"> • Financial performance • Operational performance (e.g. innovation, turnover, entrepreneurial orientation)
Latorre et al. (2016)	Service, Education, and Food manufacture/ Spain	Employees	High Commitment HR practices	<ul style="list-style-type: none"> • Mediator: POS, psychological contract, and job security • Employment relationship • Job satisfaction • Sickness absence • Employee performance (Task performance, Social performance,)
Bui et al. (2016)	Care Service/ UK	Employees	Perceptions of HR Practices	<ul style="list-style-type: none"> • Mediator: Job motivation and work-life imbalance • Job attitudes (Job satisfaction, POS, and

Author	Sector/ Country	Key Populations	Practices (Measurement)	Consequences
				Organisational Commitment)
Karatepe, Baradarani, Olya, Ilkhanizadeh, and Raoofi (2014)	Four-and Five- star Hotels/ Cyprus	Employees	HPWPs <ul style="list-style-type: none"> • Selection policies • Job security • Training • Empowerment • Rewards 	<ul style="list-style-type: none"> • Creative performance • Service recovery performance

Furthermore, Table 2.2 presents the existing evidence towards the extensive studies on HR practices at the micro-level, or employee level, investigating the relationship between HR practices and employee outcomes to comprehend the influence of HR practices on employees' perception, attitudes, behaviours, and performance. For example, Aybas and Acar (2017) found that psychological capital (attitude) significantly partially mediated HR practices, as manifested by motivation and skill-enhancing HR practices, opportunity enhancing HR practices, on employee engagement (behaviour). Additionally, Chen et al. (2017) also discovered that high-performance work practices (HPWPs) enabled employees to display elicited level of psychological ability and achieve greater job performance (task performance) and job satisfaction.

Drawing on the above discussion and the past studies listed in Table 2.2, both academic and practitioners in human resource management field have increasingly recognised the need to understand the perception of employees working in various contexts, and the factors that affect their perceptions, behaviours, and contribution following policy and practice (Budhwar, 2000; Singh & Rao, 2017). Although there is no consensus on the classification of HR practices as a specific domain, previous studies have identified several HR practices that may affect employees' well-being (Boxall, Guthrie, & Paauwe, 2016; Marescaux et al., 2018; Violetta & Heidi, 2018) and overall organisation performance (Katou & Budhwar, 2012; Lazim, 2016; Saridakis et al., 2017; Shin & Konrad, 2017; Vermeeren, Kuipers, & Steijn, 2014; Young Sung &

Choi, 2011). Since the interest in finding a relationship between HR practices and performance of human resources is often indicative of their purpose, the notion of high-performance HR practices (HPWPs) tends to dominate literature (as evidenced in Table 2.2) in various settings and contexts reflecting the growing body in HR practices which are conducive to high performance. Next section will discuss how the employee perceives human resource practices and why employees react differently.

2.4.4 Employee Perceptions of HR Practices

An individual employee might have a different interpretation of the same HR practices executed within the same workplace, which in turn influence employees' attitudes and behaviours (Nishii, Lepak, & Schneider, 2008). Scholars have asserted that employees' experiences towards the actual HR practices can be significantly varied from what the organisation has intended to implement. Makhecha et al. (2016) have explained that executives or an owner generally approve HR policies, in which HR practices are designed by HR professionals from the HR department, implemented by line managers.

Consistent with this, Wright and Nishii (2007) have demonstrated that the discrepancies in employee views of HR practices exist through the chain or process of HR implementation, as depicted in Figure 2.2, from intended HR practices, through actual HR practices, perceived HR practices, employee reaction, to organisation performance. Actual HR practices are executed by the low-level managers who interpret HR policies and subsequently act upon these. This circumstance can be assumed that the way the line managers implement these practices in the same workplace can lead to variations in employee perceptions toward the HR practices (Kehoe & Wright, 2013; Makhecha et al., 2016). Consequently, employees would then react by performing and demonstrating their different determination to the level of HR practices being perceived, which in turn, affect business performance outcomes (Kehoe & Wright, 2013; Wright & Nishii, 2007).

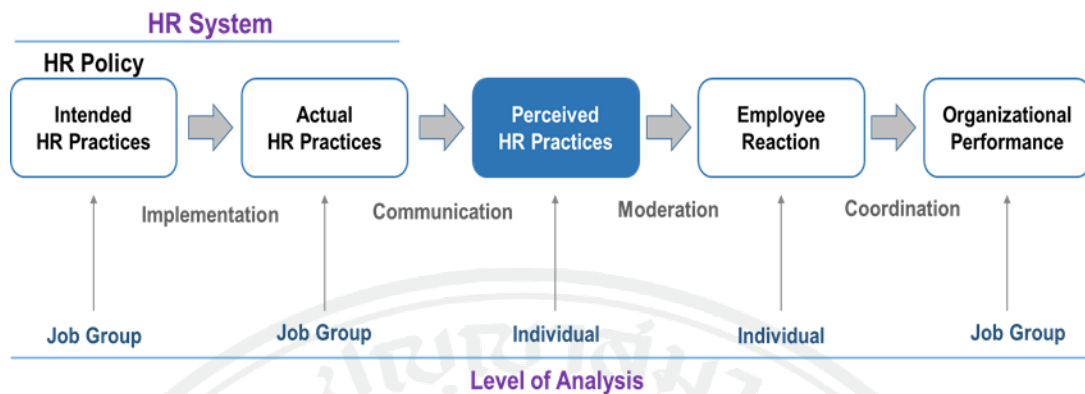


Figure 2.2 A Process Model of HR System-HR Practices-Performance Linkage

Source: Adapted and Simplified from Wright and Nishii (2007)

The process model (Figure 2.2) of HR practices and the discrepancies in employee perceptions developed along the chain have also underscored the key stakeholders and the unit of analysis for each stage. To date, most of the literature in HRM, strategic human resource management, and management have assessed HR practices through the human resource department, supervisors' perception, or management's perception. Consequently, this study will indeed fill the gap by investigating the perception of employees (Nishii et al., 2008) towards HR practices as the performance of hotels has dramatically relied on its employees. Furthermore, as this study will survey the HR practices perceived by frontline employees of four-star rated hotels in Phuket which potentially lead to employee outcomes, e.g. organisational citizenship behaviour and job performance, the author considers the employees at the individual level as the most appropriate population regarding the perception of HR practices that will reflect the degree of current practices.

2.4.5 High-Performance Work Practices (HPWPs)

In line with the definition of HRM and HR practices, HPWPs is also a multidisciplinary area with no universally accepted definition to date due to great differences in practices and theory adopted across studies, also known as high-commitment practices, high-involvement, or best practices (Macky & Boxall, 2016). Broadly, high-performance work practices (HPWPs) have typically been conceived as

an aggregation of HR practices intended to foster employee performance, motivation, and competencies (Karatepe, 2013). HPWPs have drawn on the assumption that organisations want to stimulate employee commitment through investment on employees, a similar view to soft HRM approach. HPWPs have embraced practices that enhance employees' competitiveness, such as flexible job assignment, extensive training, competitive compensation and high wages, rigorous recruitment and selection, and merit-based performance appraisal (Chen, Lin, et al., 2016; Patel, Messersmith, & Lepak, 2013). Cooke (2001) has postulated the five core practices of HPWPs consisting of 1) Job security, 2) Employee involvement, 3) Sophisticated selection, 4) Behaviour-based appraisal, and 5) Contingent pay. Growing evidence suggests that HPWPs have fostered firm performance through the mediating role of employee outcomes (Jiang, Lepak, Han, et al., 2012). Hence, HPWPs have been claimed to encourage the employee to display discretionary behaviours since those set of HR practices enhance employees' motivation, skills, and opportunity, to perform and contribute to the organisations (Guest, 2007). Next section will further discuss numerous existing studies related to HR practices in the hotel sectors across the world.

2.4.6 Related Research of HR Practices in the Hotel Sectors

Table 2.3 Summary of Related Research Findings of HR Practices in the Thai Context

Author (s)	Samples / Sector	HR Practices	Consequences (Mediator & Dependent)	Key Findings
Afsar, Shahjehan, and Shah (2018)	343 frontline employees, four and five-star hotels	HPWPs - Empower - Training - Rewards	Mediator: - On-the-job Embeddedness - Turnover Intention Dependent: - Voluntary Turnover	Job embeddedness fully mediates the relationship between HPWPs and trust in supervisor towards turnover intentions.
Wichai Limpitikranon (2017)	420 hotel staff in Bangkok	HPWS	Mediator: - Human Capital - OCB Dependent: - Hotel Performance	The high-performance work system and leader-member exchange affect hotel performance directly.
Ashton (2017)	Thai Hotel Industry	Soft HRM/ Best Practices - Training - Promotion - Work-Life Balance - Pays - Job Security - Empowerment	Mediator - Job Satisfaction Dependent: - Job Retention	“Employee satisfaction is not fostered by increasing remuneration, but is more related to the quality of working life, good leadership style, regular training, employment security, the hotel’s brand image, and employees’ traits, a most important aspect.”

Practitioners and empirical researchers have extensively considered HR practices as a critical component (Baum, 2015) for hotels in attaining business success in a highly intensified and dynamic business environment. As the nature of the hotel business is to provide both tangible (e.g. accommodation, food, and drink) and intangible products (e.g. service), employees have played a central role in delivering these products and services (Luo & Milne, 2014). Although the assumption that HR practices potentially contribute to organisational performance outcomes is still questionable, Bresciani, Thrassou, and Vrontis (2012) have stated that not until the 2000s that more evidence of the systematic implementation of HR practices in the hospitality settings has progressively revealed. Explicitly, there are a growing number of studies conducted on HR practices in the hotel sectors across the world, particularly in the developed countries, such as USA, UK, and in the European Union countries (Naidu & Chand, 2014), but less in developing countries, like Thailand. The following are some of the extant empirical literature studied in the hotel sectors.

Nassar (2017) empirically explored the relationship between HR practices, hotel performance, and employees' organisational commitment, among 257 employees of four-and-five-star hotels in Egypt. The study has discovered that the set of HR practices, which include communication, performance evaluation, compensation, training and development, and recruiting, shows a positive and significant relationship to employees' affective commitment and continuance commitment, towards hotel performance.

In line with the above study, Chen et al. (2017) had suggested another form of HR practices known as high-commitment HR practices with five dimensions consisting of rewards, developmental performance appraisal, selective staffing, external, comprehensive training, and externally equitable rewards, adopted in the study of service employees from 94 hotels in China. The researchers found that high-commitment HR practices had positively influenced service employees' proactive customer service performance (PCSP) which consisted of individual proactive mediated by a harmonious passion for work, perceived organisational support (POS), and work-related self-efficacy.

Al-Refaie (2015) investigated the impact of HR practices on 52 hotels (three to five-star hotels) in Jordan. The finding indicated that HR practices (recruitment and selection, job design, training and development, and workforce planning) had positively influenced on the hotels' financial performance and innovation as employees had significantly influenced on customer satisfaction, which in turn, led to the improvement of the hotels' performance. Consequently, the researcher suggested that hotels should implement HR practices efficiently by improving employees' skills.

2.4.7 Dimensions of HR Practices

Addition to the aforementioned studies, recent studies in the context of service and hotel industry have convincingly indicated that organisations have perceived the presence of HR practices, in a form of high-performance work practices (HPWPs), as one of the vital organisational tools for enhancing the quality of service delivery. Also, organisations across different service settings have been reaping benefits from adopting a different configuration of HPWPs (Vatankhah, Javid, & Raoofi, 2017). Since the notion of HPWPs, best practices, and soft approach, have been widely appeared and adopted in the context of service and hotel sectors by various recent studies as shown in Table 2.4, the top six HR practices, including selective staffing, rewards, training, empowerment, job security, and career opportunity, have been systematically selected as the most critical indicators of HR practices applied in this study.

1) ***Selective Staffing***: The staffing function performed by a manager (Bogardus, 2006) or human resource department generally includes recruitment and selection activities (Young-Thelin & Boluk, 2012). Various successful organisations in the service sectors have realised the vital role of selective staffing (Hinkin & Tracey, 2010) as an essential means to attract qualified candidates and ensure that desired candidates would accept job offers and join the organisation at the right time (Bratton & Gold, 2017).

Table 2.4 Dimensions of Human Resource Practices from Past Empirical Studies (2014 to 2018)

Author(s)	Sector/ Country (If any)	Approach/ Form of HR Practices	Dimensions of HR Practices																			
			Recruitment & Selection	Pay Systems (Pay, benefits, & Reward)	Training & Development	Empowerment	Job Security	Career/Promotion Opportunity	Performance Appraisal	Communication and Consultation	Job Design	Teamwork	Information Sharing	Career Counselling	Developmental appraisal	Terms & Conditions	Quality Issues	Manpower Planning	Job Description	Quality of Work-Life Balance	IT	Participation
Kim, Kim, Choi, and Phetvaroon (2019)	14 hotels (6 green and 8 non-green hotels), Phuket, Thailand	Green HRM	-	X	X	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Marescaux et al. (2018)	Large organisations from diverse industries (Including service sector)	Developmental HRP	-	-	X	-	-	X	X	-	-	-	-	X	X	-	-	-	-	-	-	-
Afsar et al. (2018)	343 frontline employees working in four and five-star hotels of Thailand	HPWPs	-	X	X	X	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Irene, Javier, and Antonia (2018)	Frontline employees in 4-star Hotels	HPWPs	X	X	X	X	X	X	X	-	-	-	-	-	-	-	-	-	X	-	-	-
Safavi and Karatepe (2018)	Hotel Industry in Iran	HPWPs	X	X	X	X	X	X	-	-	-	X	-	-	-	-	-	-	-	-	-	-

Author(s)	Sector/ Country (If any)	Approach/ Form of HR Practices	Recruitment & Selection																		
			Pay Systems (Pay, benefits, & Reward)	Training & Development	Empowerment	Job Security	Career/Promotion Opportunity	Performance Appraisal	Communication and Consultation	Job Design	Teamwork	Information Sharing	Career Counselling	Developmental appraisal	Terms & Conditions	Quality Issues	Manpower Planning	Job Description	Quality of Work-Life Balance	IT	Participation
Presbitero (2017)	A hotel chain in the Philippines	Not specified (SHRM)	x	x	x	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ashton (2017)	Thai Hotel Industry	Soft HRM/ Best Practices	-	x	x	x	x	x	-	-	-	-	-	-	-	-	-	-	x	-	-
Aybas and Acar (2017)	Different sectors in Turkey (Including service sectors)	HPWPs	x	x	x	x	x	x	x	x	-	-	x	-	-	-	-	-	-	-	-
Chen et al. (2017)	Hotels in China	High-commitment HR Practices	x	x	x	-	-	-	x	-	-	-	-	-	-	-	-	-	-	-	-
Vatankhah et al. (2017)	The flight attendants in public and private airlines in Iran	HPWP	-	x	-	x	-	x	-	-	-	-	-	-	-	-	-	-	-	-	-
Wichai Limpitikranon (2017)	420 Hotel staff in Bangkok, Thailand	HPWP	x	x	x	-	-	-	-	x	-	x	-	-	-	-	-	-	-	-	x
Karatepe and Olugbade (2016)	International Four and Five-star chain hotels in Abuja	HPWP	x	-	-	-	x	x	-	-	-	x	-	-	-	-	-	-	-	-	-

Author(s)	Sector/ Country (If any)	Approach/ Form of HR Practices	Recruitment & Selection	Pay Systems (Pay, benefits, & Reward)	Training & Development	Empowerment	Job Security	Career/Promotion Opportunity	Performance Appraisal	Communication and Consultation	Job Design	Teamwork	Information Sharing	Career Counselling	Developmental appraisal	Terms & Conditions	Quality Issues	Manpower Planning	Job Description	Quality of Work-Life Balance	IT	Participation
Nieves and Quintana (2016)	Hotel Industry in Spain with three or more stars	HPWP	x	-	x	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	x	-
Al-Refaie (2015)	Four and Five-star Jordanian hotels	Not specified	x	-	x	-	-	-	-	-	x	-	-	-	-	-	-	x	-	-	-	-
Karatepe and Vatankhah (2015)	Private airline companies in Iran	HPWPs	x	x	x	x	x	x	-	-	-	x	-	-	-	-	-	-	-	-	-	-
Naidu and Chand (2014)	Hotel sector of Samoa and Tonga	Best Practices (SHRM)	x	x	x	-	-	-	-	x	x	-	-	-	-	-	-	x	-	-	-	-
Karatepe et al. (2014)	Four and Five-star Hotels in Cyrus	HPWPs	x	x	x	x	x	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Luo and Milne (2014)	Hotel Industry in New Zealand	Not specified	x	x	x	-	-	-	-	x	x	-	-	-	-	x	x	-	-	-	-	-
Total			13	14	16	9	7	8	4	4	3	4	1	1	1	1	1	2	1	1	1	1
Ranking			3	2	1	4	6	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-

2) ***Compensation and Benefits (Rewards)***: The reward management practice is a form of, or implementation of, strategies and policies underpinned by corporate philosophy designed to reward employees equally, fairly and consistently, in a cost-effective manner. (Armstrong, 2006; Armstrong & Murlis, 2007; Presbitero, 2017). In other words, besides the crucial role of rewards and incentives in a corporate effort to maintain interest and motivating employee performance, such rewards should reflect the value of the corporate (Fay & Thompson, 2001; Hinkin & Tracey, 2010). The employees who receive rewards tend to provide the exemplary services to customers and spend the time to deal with customer issues or problems (Allen, Shore, & Griffeth, 2003; Rod & Ashill, 2010). As one of the key indicators of HPWPs and high-commitment HR practices, Chen et al. (2017) have argued that reward practices have considerably promoted service employees' performance by providing high rewarding benefits for employees with elevated performance (known as performance-based pay), and providing employees with more rewarding benefits than those offers in the external labour market.

3) ***Training***: Various organisations have highly recognised training as one of the essential HRM functions enhancing the capability of the organisation to accomplish operational and organisational goals (Selden, 2005; Weil & Woodall, 2005). Training as another indicator of HPWPs can refer as the systematic and intended process or activities designed to improve and promote job performance (Cooper, 2012; Selden, 2005) by encouraging employees to acquire desirable skills (e.g., customer service), attitudes, and knowledge (Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012). For hospitality settings, frontline employees should obtain good technical and human relations skills to comprehend the service delivery process and handle customer complaints and demands through a training program (Chen et al., 2017; Rod & Ashill, 2010). The extant research in HPWPs has asserted that hospitality organisations should provide a comprehensive training or an extensive training program which helps frontline employees to advance extra necessary customer-oriented skills and knowledge, and ultimately meet the organisational standards, in turn, leads to a better customer service performance, which in turn will benefit the organisation as a whole (Chen et al., 2017; Mumford, 2000). However, lacking an ongoing training program in

the hotel business might lead to a group of unskilled and unwilling employees who have to respond to requests and problems of the guest.

4) **Empowerment:** Empowerment refers to “the freedom and ability to make decisions and commitments” (Forrester, 2000). Fundamentally, empowerment practices entail a series of managerial practices involving granting employees some control and authority and transmitting power to employees with lesser power in the organisation (Ergeneli, Ari, & Metin, 2007; Hui, Au, & Fock, 2004; Stavrinoudis & Simos, 2016) allowing employees to act quickly without long command. Empowerment has been realised as one of the most crucial indicators of HPWPs, particularly in the service and hospitality settings (Boselie, Dietz, & Boon, 2005; Combs, Liu, Hall, & Ketchen, 2006; Irene et al., 2018; Vatankhah et al., 2017) adopted as a business strategy to improve different organisational performance outcomes and increase hotel competitiveness (Stavrinoudis & Simos, 2016). Furthermore, HPWPs have supported and focused on line-managers or supervisors’ empowering behaviours which promote employee involvement in decision making as well as enhancing employees’ problem-solving skills in accordance to the organisation’s policy (Cheung, Baum, & Wong, 2012; Hui et al., 2004; Stavrinoudis & Simos, 2016). Hence, supervisors must understand the extent to which their behaviour affects the employee's sense of empowerment and engagement (Irene et al., 2018).

5) **Job Security:** Job security is claimed as an essential motivational tool and one of the most vital indicators of HPWPs (Şenol, 2011) for the service-oriented industry, particularly the hotel sector, in preventing employee turnover (Karatepe et al., 2014; Vatankhah et al., 2017; Zacharatos, Barling, & Iverson, 2005). Organisations should offer job security to attract and retain skilled workers whose performance meet the corporate standard (Safavi & Karatepe, 2018) as job security possibly reduces uncertainty about the continuity of employment (Chalkiti & Sigala, 2010). On the other hand, the hotel industry might be labelled as low paid jobs (Sturman, 2001) due to the nature of its operation depending on the seasonality, and travel trend, causing low job security (Geng, Liu, Liu, & Feng, 2014; Karatepe & Olugbade, 2016).

6) ***Career Opportunity***: Career opportunity or promotional opportunity is sometimes called “mobility”. HPWPs has suggested the internal career opportunities which refer to the presence of an internal career path or promotion opportunity within an organisation (Delery & Doty, 1996). Organisations should provide career planning and development which are likely to motivate employees (Karatepe & Olugbade, 2016) and promote employee engagement that in turn will lead to positive employee outcomes, such as elevated service performance (Karatepe & Olugbade, 2016) and reducing turnover (Kruja, Ha, Drishti, & Oelfke, 2016). Consequently, the hotels should establish an environment where employees, particularly young employees, would have the opportunity to grow and develop their career (Kong, Wang, & Fu, 2015).

2.4.8 Summary

In conclusion, the growing body of this research stream in the human resource management field, particularly in the hotel setting, has urged academia and practitioners to investigate the current human resource practices at the employee levels. Drawing from the comprehensive review of human resource practices in the hotel sectors both in the Thai and international contexts, this study has selected the six common dimensions, consisted of 1) selective staffing (recruiting & selection), 2) compensation and benefits (rewards), 3) training, 4) empowerment, 5) job security, and 6) career opportunity, that has been frequently adopted as the critical indicators of human resource practices in various literature. These six practices will be aggregated into HR practice construct, representing an approach of high-performance work practices (HPWPs) claimed to improve employees’ job performance. Previous studies have provided satisfactory findings of HPWPs as one of the most compelling antecedents that foster employees’ positive work-related behaviours, organisational citizenship behaviour and job performance discussed in the hypotheses development section.

2.5 Supervisor Support

2.5.1 Overview of Supervisor Support (SS)

Several extant studies have found that supervisor support is a crucial component contributing to organisational effectiveness across industries. (Kang, Gatling, & Kim, 2015; Lu, L. Cooper, & Yen Lin, 2013; Tourigny, Baba, & Lituchy, 2005). While several past studies have examined the impact of perceived organisational support at the organisational level, perceived supervisor support has gained more attention in terms of its influence on individuals' attitudes and behaviours. However, the research on the impact of supervisor support on employee performance and organisational citizenship behaviours in the hospitality industry, particularly the hotel sector, is still underwritten. Supervisor support can be defined as "employees' beliefs about the degree to which the quality of helping relationship derived from supervisors is available" (Kim et al., 2017). Also, employees perceive support from supervisors' encouragement and care for their well-being and work-related outcomes (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002; Kang et al., 2015). More recently, supervisor support is one of the salient component of social support gaining a remarkable amount of attention in the management literature (Chen, 2016b; Ma & Qu, 2011). Social support including organisational support, coworker support, and supervisor support, refers to the availability/accessibility and quality of the helping relationships among different stakeholders within the social group (Leavy, 1983). Although there is various kind of supports available within the organisation, the supervisors tend to be the most powerful entity as they are directly in charge of the performance and evaluation of employees (Kim et al., 2017; Ng & Sorensen, 2008).

Consistent with this, management actions are the most important determinants of employee behaviours (Branson, 2008; Guchait, Paşamehmetoğlu, & Dawson, 2014). According to the social exchange theory (SET), employees who have realised high levels of support from the organisation feel committed to rewarding the organisation with optimistic attitudes and behaviours, resulting in the improvement of job performance as well as organisational citizenship behaviours (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Guchait et al., 2014; Riggie, Edmondson, & Hansen, 2009). In this respect, supervisors (leaders) regularly act as a representative of an organisation,

therefore; employees tend to perceive the organisational support through their supervisor support, which in turn affects their job performance (Guchait et al., 2014). Also, from the perspective of social exchange, Blau (1964) has explained that the way employees have recognised the values of supervisor support has lied on the norm of reciprocity (Chen, Li, & Leung, 2016). The reciprocity concept has postulated that if employees feel that their supervisor are supportive, they will, in turn, reciprocate those support perceived, which has reflected the positive results on a variety of employee outcomes, such as citizenship behaviours (e.g. helping others), commitment, and task performance/job performance (Rhoades & Eisenberger, 2002). Support from supervisor might enhance employees' confidence and lessen job stress, and ultimately improving in-service performance (Guchait et al., 2014; Karatepe, Yavas, & Babakus, 2007; Liaw, Chi, & Chuang, 2010).

2.5.2 Types of Supervisor Support

Supervisors support their employees in numerous ways, such as evaluating performance, assisting in performing duties, coaching, and directing (Branson, 2008; Liaw et al., 2010). Previous literature (Muñoz-Laboy, Severson, Perry, & Guilamo-Ramos, 2014; Yim, 2014) have suggested different kinds of supervisor support derived from House (1981)'s four domain of social support, namely emotional, appraisal, instrumental, and informational support. Informational support concerns personal and work-related information, such as the organisation's policies and directions. Appraisal support refers to supervisors' evaluation and feedback on employees' work-related outcomes (Yim, 2014). Employees may perceive emotional support exhibited by supervisors in terms of caring, inspiration, trust, and empathy (Reblin & Uchino, 2008). Instrumental support refers to "support that provides workers with practical assistance in terms of roles, responsibilities and tasks" (Skinner, 2005). Among these domains, emotional and instrumental support have been widely recognized as the two major types of support (Pohl & Galletta, 2017). This may due to that the concept of instrumental supports as mentioned earlier might include the information and appraisal support.

2.5.3 Measuring Supervisor Support

There is no consensus on the measurement of supervisor support to date. The measurement of supervisor support could be varied across literature depending on the context of the studies. For example, House (1981)'s four domain of social support has been utilised to assess supervisor support in the mental health context studied by Muñoz-Laboy et al. (2014). Supports for work-life-family balance given by the supervisor is another form used to measure supervisor support (Gkorezis, 2015). Holton and Baldwin (2003) developed a specific scale to measure perceived supervisor support for training transfer utilised by Wei Tian, Cordery, and Gamble (2016). The measurement scales derived from perceived organisational support (Eisenberger, Huntington, Hutchison, & Sowa, 1986) which have been validated by Eisenberger et al. (2002), particularly those items with high internal consistency, have been frequently employed by numerous studies as depicted in Table 2.5 to assess perceived supervisor support. Hence, the measurement scales developed by Eisenberger et al. (1986) and Eisenberger et al. (2002) seem to be the most appropriate one for this study.

Table 2.5 Measurement Scales of Supervisor Support

Developed and Validated by	Items	Adapted by
Eisenberger et al. (1986) Eisenberger et al. (2002)	1. My supervisor is helpful to me in getting the job done. 2. My supervisor is willing to extend himself/herself to help me perform my job. 3. My supervisor takes pride in my accomplishments at work. 4. My supervisor tries to make my job as interesting as possible. 5. My work supervisor cares about my well-being. 6. My supervisor cares about my opinions. 7. My supervisor strongly considers my goals and values. 8. My supervisor shows very little concern for me.	Tremblay and Simard (2018), Tremblay and Gibson (2016), Yang et al. (2015) Vandenberghe et al. (2019), Dai, Hou, Chen, and Zhuang (2018), Yim, Cheung, and Baum (2018), Park and Jang (2017)

2.5.4 Related Research of Supervisor Support

Supervisor supports have been empirically and theoretically investigated in several disciplines and contexts across the globe as well as in Thailand, as presented in Table 2.6 and Table 2.7, respectively. Drawing on the studies shown in Table 2.6, supervisor supports are recently examined as the antecedents of

1) employees' well-being, such as mental health (Park & Jang, 2017), and subjective well-being (Gordon, Tang, Day, & Adler, 2019),

2) employees' perception and attitude towards job satisfaction (Yadav & Rangnekar, 2015), job embeddedness (Karatepe & Avci, 2019), distributive justice (Yang et al., 2019), and organisational support (Dai et al., 2018),

3) employees' turnover intentions (Gordon, Tang, et al., 2019) and behaviours, such as presenteeism (Yang et al., 2019), organisational citizenship behaviours (OCB) (Dai et al., 2018; Tremblay & Simard, 2018), and job performance (task performance) (Kim et al., 2017).

Table 2.6 Examples of Related Studies of Supervisor Support (2015 – 2019)

Author	Key Population, Country	Antecedents	Mediators/ Moderators	Consequences
Yang et al. (2019)	Healthcare workers, China	Supervisor support Coworker support	Distributive justice	Presenteeism
Karatepe and Avci (2019)	Nurses, Cyprus	Supervisor support Coworker support	Job embeddedness	Propensity to be late for work, Extra-role performance
Gordon, Tang, et al. (2019)	Hourly employees in selected-service hotel, USA	Supervisor support	Subjective well- being	Turnover intention
Tremblay and Simard (2018)	Employees in Canadian financial institution, Canada	Development- enhancing practices, Transformational leadership, Organic structure	Organisational support, Supervisor support, Coworker support	OCB- Organisation, OCB- Individual, Task performance

Author	Key Population, Country	Antecedents	Mediators/ Moderators	Consequences
Dai et al. (2018)	Employees from three to five-star hotels, Taiwan	Supervisor support	Organisational support	OCB
Arici (2018)	Seasonal employees of five-star hotels, Turkey	Supervisor support Authentic leadership	<i>Moderator:</i> Authentic leadership	Turnover intention
Park and Jang (2017)	US population from all industries, USA	Job autonomy	Supervisor support/ Individual values	Mental health
Kim et al. (2017)	Flight attendants, South Korean	Deep acting Surface acting	Moderators: Supervisor support, Coworker support, Organisational support,	Job performance
Yadav and Rangnekar (2015)	White-collar workers from various sectors, India	Supervisory support	Job satisfaction, Participation in decision making	OCB

Table 2.7 Research of Supervisor Support in the Thai Context

Author(s)	Sample/ Sector	Key Findings
Benjawan Saengchan and Duchduen Bhanthumnavin (2018)	404 personnel in The Royal Thai Army Forces	Supervisor support positively and significantly related to OCB.
Jiratchaya Sukpoka and Viroj Jadesadalug (2018)	200 employees in the automotive industry in the Bangkok metropolitan area	Supervisor support positively influenced organisational support and organisational commitment
Kanlaya Swangkong and Viroj Jadesadalug (2016)	120 employees in tour companies	Perceived supervisor support positively influenced the affective commitment and negatively influenced the turnover

Author(s)	Sample/ Sector	Key Findings
		intention. Affective commitment mediated supervisor support and turnover intention
Tummarath Yuprot (2012)	400 private employees in Bangkok	Perceived supervisor support was related to generations and OCB. Perceived supervisor support was also more important than perceived organisational support.
Medhaakkharakiat and Jadesadalug (2018)	370 persons working in the Office of Basic Education Commission	Supervisor support was positively correlated with the core competencies of personnel, the efficiency of innovation work. The core competency of personnel was a central variable in the relationship between perception, support from organisational, supervisors, and teams that highly influenced innovation performance-enhancing individual innovation.

2.5.5 Summary

Supervisors or leaders have played a key role in the hospitality industry. The nature of the hotel work has required the cooperation between employees-employees, and more importantly between supervisors-employees to complete the service. Support from supervisors could be in various forms, such as instrumental support, emotional support, or general support. For this study, supervisor support will be measured by the scales developed by Eisenberger et al. (1986) and Eisenberger et al. (2002) as suggested by other studies. However, knowledge of how perceived supervisor support would affect employees' work behaviour is under-investigated. Hence, this study has realised this lack of knowledge, particularly on the relationship between perceived supervisor support, organisational citizenship behaviour, and job performance of hotel frontline employees working within the four-star hotels in Phuket, Thailand. Apart from supervisor support, coworker support discussed in the next section has been claimed as

another major influencer of employees' positive work-related behaviour, organisational citizenship behaviour, and job performance, particularly for the hospitality industry.

2.6 Coworker Support

2.6.1 Overview of Coworker Support (CS)

In the hotel industry, cooperation among frontline employees is crucial. Creating high-quality service and enhancing customers' experience has greatly relied on the teamwork as numerous interaction among colleagues arises along the chain of guest service process (Ma & Qu, 2011). Hence, the role of the coworker could be as significant as supervisors or manager. More specifically, frontline employees in the hospitality industry have been dealing with customers with various issues daily during the service operation. Hence, available assistance from coworkers might be needed (Karatepe, 2012). Coworker support has been perceived as one of the social support components.

Employees may need support from coworkers towards problem-solving and reducing stress and exhaustion derived from customer-interaction. Support from coworkers helps to reduce employees' stress from work, solve-problem at work (Karatepe, Haktanir, & Yorganci, 2010; Schaufeli & Bakker, 2004), as well as influences job performance and intention to leave (Chen, 2016b; Cho & Johanson, 2008). In this regard, when employees receive appropriate support from a colleague and feel like a member in a group, they will have a positive attitude towards their jobs and no intention to leave the organisation (Chen, 2016b). Drawing from coworker exchange concept within the social exchange theory (SET), employees will have the degree of belief towards colleagues' willingness in helping their work, sharing knowledge, and support for other matters as needed (Susskind, Kacmar, & Borchgrevink, 2003) and employees will feel obligated to support back (Chen, 2016b).

2.6.2 Type of Coworker Support

Several prior studies have categorised coworker support into two types; emotional support and instrumental support (L. Boyar, S. Campbell, C. Mosley Jr, & M. Carson, 2014; Poortvliet, Anseel, & Theuwis, 2015; Shin, Hur, & Choi, 2018; Tews, Michel, & Ellingson, 2013).

1) *Coworker emotional support* refers to “acts of caring grounded in friendship and personal concern, such as expressing concern, respect, or trust for other employees” (Beehr et al., 2000; Fenlason & Beehr, 1994; Littrell, Billingsley, & Cross, 1994). Emotional support exists when employees receive sympathy from their coworkers (Beehr et al., 2000). Emotional support from coworker has played a vital part in the hospitality industry, particularly with the younger workforces who tend to value emotional support from their coworkers over other types of support (Ellingson et al. 2016).

2) *Coworker instrumental support* refers to “tangible assistance, such as providing physical aid or materials, resources, guidance, or the knowledge necessary for a job” (Shin et al., 2018). Instrument support also refers to aid that is task orientated to get work accomplished.

The coworker emotional and instrumental support perceived by employees will stimulate positive energy and mindset in employees, which are essential features for producing elevated performance (Shin et al., 2018; Tims, Bakker, Derks, & Van Rhenen, 2013).

2.6.3 Measuring Coworker Support

Unlike supervisor support that is often measured by general support as mentioned earlier, several researchers as presented in Table 2.8 often assess coworker support with two major domains, namely instrumental and emotional support, developed by Settoon and Mossholder (2002). Hence, this study will also adapt these domains to measure coworker support.

Table 2.8 Measurement Items of Coworker Support

Developed by	Items	Adapted by
Settoon and Mossholder (2002)	Emotional Support	Self and Gordon (2019)
	1. My coworkers compliment me when I succeed at work	Fasbender, Burmeister, and Wang (2019)
	2. My coworkers take time to listen to my concerns	Shin et al. (2018)
	3. My coworkers make an effort to make me feel welcome in the workgroup	Xu et al. (2018)
	4. My coworkers show concern and courtesy toward me, even when things are difficult	Tews, Michel, and Stafford (2018)
	5. My coworkers take a personal interest in me	Xu, Van Hoof, Serrano, Fernandez, and Ullauri (2017)
	6. My coworkers try to cheer me up when I'm having a bad day	Tews et al. (2013)
	Instrumental Support	
	1. My coworkers assist me with heavy workloads	
	2. My coworkers go out of their way to help me with work-related problems	
	3. My coworkers help me out when things get demanding	
	4. My coworkers help me with difficult assignments, even when I don't directly request assistance	
	5. My coworkers show me where things are that I need to do my job	

2.6.4 Related Research of Coworker Support

Considering the amount of recent and past empirical studies, coworker support is relatively new comparing to supervisor support and organisational support as most of the past studies were derived from the manufacturing sector. The growth of the service sectors in the past decades has made coworker support become one of the key factors attracting more researchers in this field. As depicted in Table 2.9, most of the studies related to coworker support are conducted in the service sector, such healthcare, hotels, financial institution as well as hospital, across the world including Thailand (see

Table 2.10). Drawing from Table 2.9, these studies have underscored the increasing interest in examining the link between coworker support as the antecedents of employees' behaviours, such as presenteeism (Yang et al., 2019), employee performance (Singh, Selvarajan, & Solansky, 2019), OCB, job performance (Tremblay & Simard, 2018), as well as creative performance (Karatepe, 2016).

Table 2.9 Examples of Related Studies of Coworker Support (2015 – 2019)

Author	Key population/ Method	Antecedents	Mediators	Consequences
Yang et al. (2019)	Healthcare workers, China	Supervisor support Coworker support	Distributive justice	Presenteeism
Singh et al. (2019)	Employees from US organisations, USA	Coworker support Coworker exchange	Psychological flourishing	Employee performance
Karatepe and Avci (2019)	Nurses, Cyprus	Coworker support Supervisor support	Job embeddedness	Propensity to be late for work Extra-role performance
Tremblay and Simard (2018)	Employees in Canadian financial institution, Canada	Development-enhancing practices Transformational leadership Organic structure	Organisational support Supervisor support Coworker support	OCB-O OCB-I Task performance
Bani-Melhem, Zeffane, and Albaity (2018)	Employees from four and five-star hotels, United Arab Emirates	Workplace Happiness	Coworker support Job stress	Innovative behaviour
Xu et al. (2017)	Employees in hospitality industry, Ecuador	Moral efficacy	Moderator: Coworker emotional support Coworker instrumental support	Voice about abusive supervisor

Author	Key population/ Method	Antecedents	Mediators	Consequences
Karatepe (2016)	Hotel frontline employees in four-five-star hotels, Cameroon	Coworker support, Family support	Job embeddedness	Creative performance
Halbesleben and Wheeler (2015)	Variety of industry, USA	Coworker support OCB-I	Trust	OCB-I
Chênevert, Vandenberghe, and Tremblay (2015)	Hospital employees, Canada	Coworker support Organisation support Physician support	Affective commitment	OCB

The research of perceived coworker support that has conceived coworker support as a focal construct in the hospitality studies in Thailand, particularly the hotel sector, is limited. At the time of writing, the author has merely discovered one related comparative study conducted in the airline sector (Limpanitgul, Boonchoo, & Photiyarach, 2014). The studies on coworker support from various sectors in Thailand as depicted in Table 2.10 have examined the relationship between coworker support and organisational commitment and job satisfaction.

Table 2.10 Summary of Related Research on Perceived Coworker Support in Thailand

Author(s)	Sample/ Sector	Key Findings
Limpanitgul et al. (2014)	439 Thai cabin service attendants from flag-carrier airlines (Thailand Vs. America)	“Significant relationships between coworker support and affective and normative components of organisational commitment were found in the Thai sample whereas such relationships were not statistically significant in the US sample. However, the negative influence of coworker support on continuance commitment was found amongst Thai employees working in the American airline.” (p. 100)
Kamon Sritangratanakul and Watcharaporn Boonyasiriwat (2015)	309 Thai Employees from a private organisation	Coworker support does not have a mediate effect on the relationship between vigour and job performance.
Chidapat Lertritrungsing (2014)	250 Employees from Camera Corner Company Limited	The type of supervisor and coworkers cannot predict the satisfaction but can predict the attachment to the organisation.

2.6.5 Summary

This section has provided an overview of coworker support perceived by employees. In addition, the extant research on coworker support both international and Thai contexts have been discussed to provide a similar and different view on the antecedents and consequences of coworker support. Recently, the research has addressed the significant role of coworkers in the hospitality setting and called for more attention when examining employees’ work behaviours in the service context, particularly in Thailand as most coworker support related studies are on job satisfaction and organisational commitment. A call for more research in this field in the Thai hospitality context is needed, particularly to organisational citizenship behaviour and job performance of frontline hotel employees.

2.7 Organisational Citizenship Behaviour (OCB)

2.7.1. Definition and Basic Concept of OCB

Organisational citizenship behaviours (OCB), since its introduction by Bateman and Organ (1983), has been a considerable stream of research gaining attention from practitioners and researchers in organisational behaviour (OB) and management literature (Basu et al., 2017). The pioneering scholar, Organ (1988), has initially defined OCB as “individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system” (Organ, 2018) “and that in aggregate promotes the effective functioning of the organisation” (Organ, 1988). This definition has illustrated three vital aspects.

First, the discretionary behaviours have often been referred to ‘extra-role behaviours’ (Vandyne, Cummings, & Parks, 1995) or ‘voluntary participation or behaviours’ (Podsakoff, Ahearne, & MacKenzie, 1997) displayed by employees which are above and beyond their formal job requirements (Organ, 2018; Robbins & Judge, 2012). Such behaviours are self-initiated as the expression of employees’ motivation and willingness to help or assist other colleagues and organisation for improvement (Campbell Pickford & Joy, 2016). Second, employees would not directly receive any formal rewards from exhibiting those discretionary behaviours. Nevertheless, Organ (1997) later notes that when individuals displayed OCBs, supervisors usually consider and directly or indirectly offer rewards, such as promotions or increasing pay. Third, those collective behaviours exhibited by employees will, in turn, lead to organisation effectiveness (Organ, 1988).

In contrary, Morrison (1994) and Graham (1991) have argued that OCB should be perceived as part of employees’ job requirements or in-role performance as expected by colleagues and supervisors in which managers or supervisors would possibly offer formal rewards. When employees believe that organisations or supervisors would reward upon their performance (both in-role and extra-role performances), they are likely to engage more in OCB (Morrison, 1994) in exchange of rewards (Podsakoff et al., 2000). While OCB as proposed by Vandyne et al. (1995), who regard OCB as extra-role behaviours (abbreviated as ERB), refers to the exhibition of work-related

behaviours which endeavour to benefit organisations and which exceed current job expectations.

Organ (1997) has subsequently redefined the notion of OCB to include employee behaviours that engage in maintaining and enhancing the social and psychological environment that support the operation or employees' task performance (job performance). In line with this, Robbins and Judge (2012) have also defined the citizenship behaviours as "the discretionary behaviour that is not part of an employee's formal job requirements, and that contributes to the psychological and social environment of the workplace." From these definitions, Organ (1997) and Robbins and Judge (2012) have reinforced that OCB is distinct from in-role performance with no explicit linkage to formal reward or pay systems and job requirements. The conception of OCB could be well comprehended through the dimensions offered by numerous scholars in the following section.

2.7.2 Dimensionality of Organisational Citizenship Behaviour

Extant literature or previous studies on OCB have displayed several taxonomies and labels to describe and measure specific behaviours as OCB (Newton & LePine, 2018; Organ, 2018). Despite that, the conceptualisation of OCB proposed by Organ (1988) and Williams and Anderson (1991) have considerably been the most popular (Hoffman, Blair, Meriac, & Woehr, 2007; LePine, Erez, & Johnson, 2002; Podsakoff, Whiting, Podsakoff, & Blume, 2009) applied across studies. Although OCB is a multidimensional construct lacking consensus on its specific domains, various researchers have formulated and extended the dimensions of OCB from the classic work of Organ (1988) with five dimensions described as follows.

- 1) **Altruism** may be regarded as helping behaviours (Podsakoff et al., 2000) or discretionary behaviours considered as an essential citizenship behaviour concerning with helping others (e.g. colleagues, supervisors, or customers) and being selflessness, such as helping other colleagues when they are absent or those with heavy workloads (Organ, 2018).

2. ***Civic Virtue*** may be regarded as organisational participation as labelled by Graham (1991) describing behaviours that commit to the organisation's activities, such as participating in non-required corporate strategy meetings and sharing new information or ideas with others (Podsakoff et al., 2000).

3. ***Courtesy*** describes behaviours that include offering assistance to prevent problems from occurring for others by giving notice or providing some information (Kim, Kim, Holland, & Han, 2018).

4. ***Sportsmanship*** often refers to employees who have a positive attitude towards work and are willing to tolerate stress as well as not complaining about the assignments (Podsakoff et al., 2000)

5. ***Conscientiousness*** could be referred merely to employees 'level of responsibility including activities concerning attendance, low absenteeism, and willingness to perform above job requirements (Basu et al., 2017; Podsakoff et al., 2009).

Later, Organ (1997) has further added peacemaking, and cheerleading, as the additional dimensions which have received a few attentions (Podsakoff et al., 2009). However, various scholars have developed altered dimensions, some are the extended version of Organ (1988), and some have introduced a broader range of OCB. From the meta-analysis study by Podsakoff et al. (2000), almost 30 different dimensions or forms of OCB have existed throughout their comprehensive reviews at that time revealing the overlapping, similarity, and differences, in the conceptualisation of OCB with the inconsistent pattern for the OCB domains across studies (Podsakoff et al., 2000). Consequently, Podsakoff et al. (2000) have condensed those 30 dimensions of OCB proposed by numerous pioneer scholars into 7 classifications (as depicted in Table 2.11), in which 1) helping behaviours, 2) sportsmanship, 3) individual initiative, and 4) civic virtue, have captured most of the organ's (1988) conceptualization of OCB, while 5) organisational loyalty, 6) organisational compliance and 7) self-development described as follows, have captured other scholars' dimensions.

- ***Organisational loyalty*** (5) (Graham, 1991; Podsakoff et al., 2000) also labelled as loyalty boosterism (Moorman & Blakely, 1995) involves employees' interest in the organisation's goal and values, promoting the organisation to others, and protecting the organisation against external threats (Podsakoff et al., 2000).

- **Organisational compliance** (6) (Podsakoff et al., 2000), have extended over ‘obedience’ by Graham’s (1991), OCO-O Organisation by William & Anderson (1991), and job dedication by Van Scotter and Motowidlo (1996), which refers to behaviours such as accepting and following the organisation’s rules and regulations without being observed by supervisors as well as displaying reliability to complete the required jobs and in coming to work on time (Graham, 1991; Somech & Oplatka, 2014).

- **Self-development** (7) (Podsakoff et al., 2000) which coincides with ‘developing oneself’ of George and Jones (1997), refers to voluntary participation, such as searching and engaging in training and development aiming to enhance and advance knowledge, skills, and abilities (KSAs), that contribute to the organisation.

Despite the overlapping of the aforementioned behavioural components of OCBs (Coleman & Borman, 2000; Podsakoff et al., 2000), Williams and Anderson (1991) have postulated the broader range by conceptualising OCBs into two distinct categories labelled as OCB-I and OCB-O, which also incorporate the elements of Organ’s (1988, 1997) OCB. **OCB-I** represents behaviours that directly benefit other individuals, such as colleagues or supervisors, within the organisation incorporating courtesy, altruism, peacemaking and cheerleading (Podsakoff et al., 2009). Whereas, **OCB-O** represents behaviours that generally benefit the organisation incorporating civic virtue, conscientiousness, and sportsmanship (Coleman & Borman, 2000; Hoffman et al., 2007; LePine et al., 2002; Podsakoff et al., 2009). However, OCB-I and OCB-O may exclude behaviours executed by frontline employees or customer-contact employees that implicitly or explicitly benefit customers who are a core of every business, particularly for service or hotel businesses (Ma et al., 2013).

Table 2.11 Summary of the Dimensionality of OCBs from Pioneering Scholars by Podsakoff et al. (2000)

OCB Dimension Podsakoff et al. (2000)	Organ (1988); Organ (1997)	Moorman and Blakely (1995)	Graham (1991)	(Williams & Anderson, 1991)	Borman and Motowidlo (1997)
1. HELPING BEHAVIOURS	Altruism Courtesy Peace-making Cheerleading	Interpersonal Helping	-	OCB-I (Individual)	Helping and Cooperating with others
2. SPORTSMANSHIP	Sportsmanship	-	-	-	Helping and Cooperating with Others
3. ORGANISATIONAL LOYALTY	-	Loyalty Boosterism	Loyalty	-	Endorsing, Supporting, and Defending Organisational Objectives
4. ORGANIZATIONAL COMPLIANCE	-	-	Obedience	OCB-O (Organisation)	Following Organisational Rules and procedures
5. INDIVIDUAL INITIATIVE	Conscientiousness	Personal Industry & Individual Initiative	-	-	Persisting with Enthusiasm and Extra Effort & Volunteering to Carry Out Task Activities
6. CIVIC VIRTUE	-	-	Participation	-	-
7. SELF- DEVELOPMENT	Civic Virtue	-	-	-	-

Source: Taken and Compiled from Podsakoff et al. (2000)

In this respect, scholars (Bettencourt & Brown, 1997) have continually advocated considering service or customer-oriented components when examining OCB in the service sector. Among those scholars, the three dimensions of service-oriented OCB (SO-OCB) developed by Van Dyne, Graham, and Dienesch (1994) have been greatly accepted and employed to explain certain behaviours of frontline employees in the hotel sector and other customer-contact employees in other service sectors that have influenced service quality and customer satisfaction (Bettencourt et al., 2001; Chen, 2016a; Ma et al., 2013). These three dimensions, 1) loyalty, 2) service delivery, and 3) participation, can be described as follows;

1) ***Loyalty*** has referred to employees' behaviours that reflect their devotion to the organisation through positively enhancing the hotel's images as well as promoting its products, and services to the public (Bettencourt et al., 2001; Tang & Tang, 2012).

2) ***Service delivery*** has referred to employee conscientiousness that demonstrates the delicate customer service behaviours, such as being reliable, polite, and flexible (Chen, 2016a).

3) ***Participation*** has referred to employees' communication in the aspect of providing constructive information and suggestions regarding consumer needs and changes for service delivery improvement (Bettencourt et al., 2001; Chen, 2016a).

Thus, this study will adopt the concept of Williams and Anderson (1991) because the conceptualisation of Williams and Anderson's (1991) OCB have seemingly apprehended all Organ's (1998, 1997) OCB dimensions, and widely adopted in the past studies. Also, as the study will mainly focus on frontline employees in the hotel sector, the author will integrate the service-oriented OCB developed by Van Dyne et al. (1994) because the three dimensions; loyalty, service delivery, and participation, have particularly replicated desirable behaviours of service employees pertaining to service delivery and customer satisfaction (Bettencourt et al., 2001; Chen, 2016a; Ma et al., 2013). Hence, a summary of the empirical studies supported the adoption of these three dimensions for this study is presented in Table 2.12 below.

Table 2.12 Summary of OCB's Dimensions Found in Past Studies

Literature Support	Industry/ Sector	Country	OCB Dimensions		
			OCB-I	OCB-O	SO-OCB (OCB-C)
Ma et al. (2018)	Hotel	Taiwan	x	x	x
Garba et al. (2018)	Hotel	Africa	-	-	x
Takeuchi, Way, and Tian (2018)	Hotel	ASIA	x	x	-
Yan (2018)	Hospitality	New Zealand	x	x	x
Chen, Hu, and King (2018)	Hotel	Taiwan	-	-	x
Zoghbi-Manrique-de-Lara and Ting-Ding (2017)	Hotel	Spain	x	x	-
Nasurdin, Ahmad, and Tan (2016)	Hotel	Malaysia	-	-	x
Lyu, Zhu, Zhong, and Hu (2016)	Hotel	China	-	-	x
Choo (2016)	Hotel	Taiwan	-	-	x
Chen (2016a)	Hotel	Malaysia	-	-	x
Yoon, Jang, and Lee (2016)	Hotel	USA	x	x	-
Buil, Martínez, and Matute (2016)	Hotel	Spain	x	x	-
Afsar and Badir (2016)	Hotel	China	x	x	-
Hsiao, Auld, and Ma (2015)	Hotel	Taiwan	x	x	-
Herman and Chiu (2014)	Banking	China	x	x	-
Wu, Tse, Fu, Kwan, and Liu (2013)	Hotel	China	-	-	x
Karatepe (2013)	Hotel	Romania	-	-	x
Wu, Tse, Fu, Kwan, and Liu (2013)	Hotel	China	-	-	x
Alfes, Shantz, Truss, and Soane (2013)	Service	UK	x	x	-
Ma et al. (2013)	Hotel	China	x	x	x
Tang and Tang (2012)	Hotel	Taiwan	-	-	x
Varela González and García Garazo (2006)	Hotel	Spain	-	-	x
Lin, Hung, and Chiu (2008)	Finance	Taiwan	-	-	x
Total			11	11	15

2.7.3 Related Research of OCB in Thailand

Organisational citizenship behaviour (OCB) has long been a subject of studies in Thailand, but few empirical studies have been found in the hospitality context. Table 2.13 has illustrated examples of research related to OCB in the hospitality or service industry in Thailand. Table 2.14 presents the dimensions of OCB adopted in the studies found in Thailand. Literature pertinent to OCB in Thailand have adopted the classic work of Organ (1988) and few have considered other indicators suggested by past studies from other countries. Furthermore, none literature in the hospitality studies in Thailand has included service-oriented OCB in OCB construct, which has been claimed to be vital for frontline employees' performance as indicated earlier.

Table 2.13 Related Research of OCB in the Thai Hospitality Studies

Author (s)	Sample / Sector	Key Findings
Watsaya Wangphlaycharoensuk (2018)	Employees from various service sectors	The level of employees' OCB was at a high level and the factors influencing OCB were personality factor and satisfaction factor which could jointly predict overall OCBs of employees in the service sector.
Juthajit Praditjaroen and Bung-on Sorod (2017)	Hotel Employees /an island in the south of Thailand	Employer branding and work passion could jointly make 49.4 per cent predictive power on organisational citizenship behaviour.
Rapeephath Srisilarak and Prasopchai Pasunon (2016)	Employees from Thai Airways Bangkok	Human Resources and Compliance have a medium degree of OCB.
Pakorn Limyothin (2015)	Hotel Employees From hotels across Thailand	Quality of work life was of the highest total effect on OCB, while the organisational justice perception, job satisfaction and organisational commitment were in the descending order.
Prasitpon Kengthong (2014)	Front Office employees of 1 to 3-star Hotels in Phetchaburi Province	Fit (Person-Job Fit) had a positive association with job satisfaction, organisations commitments and OCB in medium level.

Table 2.14 Example of OCB's Dimensions Found in the Empirical Research in Thailand

Author(s)	Sector	Location	Organ (1988)								Organisational Citizenship Development
			Altruism	Courtesy	Sportsmanship	Civic	Conscientiousness	Helping Behaviour	Organisational Loyalty	Organisational Commitment	
Juthajit Praditjaroen and Bung-on Sorod (2017)	Hotel	South of Thailand	x	x	x	x	x	-	-	-	-
Watsaya Wangphlaycharoensuk (2018)	Service	Thailand	x	x	x	x	x	-	-	-	-
Chupradist (2017)	Service	Thailand	x	x	x	x	x	-	-	-	-
Chantarakantanon et. al (2017)	Secondary School	Thailand	x	x	x	x	x	-	-	-	-
Hongto and Jadesadalog (2017)	Univesity	Bangkok	x	x	x	x	x	-	-	-	-
Kaken Vannasiri and Arunya Tuicomepee (2014)	Various Sectors	Bangkok Metropolis	-	-	x	x	x	x	x	x	x
Pakorn Limyothin (2015)	Hotel	Across Thailand	x	x	x	x	x	-	-	-	-
Prasitpon Kengthong (2014)	Hotel	Phetchaburi Province	x	x	x	x	x	-	-	-	-
Rapeephat Srisilarak and Prasopchai Pasunon (2016)	Airline	Bangkok	x	x	x	x	x	-	-	-	-

2.7.4 Summary

Extant research of organisational citizenship behaviour has provided valuable evidence for understanding its definitions, dimensionality, and vital roles towards organisational effectiveness at the employee level. However, since there are excessive studies adopted the five components of OCB initiated by Organ (1988), various scholars and practitioners in the hospitality studies have appeared to overlook the employees' citizenship behaviours that might affect the service quality delivered by hotel frontline employees, so-called service-oriented citizenship behaviour (SO-OCB) or OCB-C (customer). Hence, this study will extend the literature on OCB in the hospitality

industry in Thailand by aggregating OCB-I, OCB-O introduced by Williams and Anderson (1991), and OCB-C ((Ma et al., 2013) derived from Bettencourt et al. (2001) into the OCB construct. Also, previous studies have indicated the influence of human resource practices, supervisor support, and coworker support on employees' OCB. Hence, this study will investigate the impact of HR practices, supervisor support and coworker support, on OCB of frontline hotel employees in four-star rated hotels in Phuket, Thailand, as well as the impact of HR practices and OCB on job performance in which will be discussed further in later section.

2.8 Job Performance

The contemporary service industry operating in the competitive business environment has demanded frontline employees (FLE) with excellent performance to produce higher customer loyalty and satisfaction, which ultimately benefits the hospitality organisations (Yang, 2010). Essentially, frontline employees' attitudes and behaviours are the dominant elements for yielding a proper service quality that meets the expectation of customers (Bettencourt et al., 2001; Karatepe & Sokmen, 2006; Wu & Liao, 2016). For this reason, the study of employee performance has gained popularity and extensively appeared in human resource management, organisational behaviours, and psychology literature (Campbell & Wiernik, 2015).

2.8.1 Definitions of Job Performance

From a comprehensive review, the term job performance, employee performance, work performance, or individual work/job performance, have used interchangeably with various definitions offered as depicted in Table 2.15. The widely accepted use of the notion of job performance is proposed by the pioneering scholar in this field, Campbell and Wiernik (2015). Campbell and Wiernik (2015) described job performance as certain actions or behaviours displayed by employees to accomplishing the organisation's objectives. Campbell and Wiernik (2015) have further explained that the specific behaviours or activities relevant to the goals should be examined because not every type of behaviours is operationalized as performance. In line with this, Motowidlo and Kell (2012) have also argued that it is necessary to distinguish between

performance, behaviour, and outcomes or results. Performance should be perceived as the value of behaviours or activities expected by the organisation, while the result or outcome is the state of the things or individuals altered by their behaviours which positively or negatively impact on the organisation's performance. Employee performance is likely to be driven by outcomes or results (Campbell & Wiernik, 2015; Motowidlo & Kell, 2012).

Table 2.15 Job Performance and its Definitions

Author	Definitions
Steers (1977)	a general performance of an employee measured by different dimensions, such as work quantity and quality
Babin and Boles (1998)	an employee's productivity level in comparison to his or her colleagues in several work-related outcome and behaviours
Viswesvaran and Ones (2000)	"scalable actions, behaviour and outcomes that employees engage in or bring about that are linked with and contribute to organisational goals." (p. 216)
Rotundo and Sackett (2002)	a series of behaviours or activities controlled by the individual that contribute to the organisation's goal
Motowidlo and Kell (2012)	"the total expected value to the organisation of the discrete behavioural episodes that an individual carries out over a standard period." (p. 3)

2.8.2 Dimensionality of Job Performance

However, no general agreement has existed on what constitutes an employee's job performance due to its multi-dimensional concepts (Chen, 2015; Koopmans et al., 2011; Pradhan & Jena, 2017). Over the past decades, numerous scholars have developed different taxonomies and models with several dimensions proposed to measure job performance. For example, Campbell, McHenry, and Wise (1990) were among the first scholars who developed a performance framework to measure employee performance. The scholar proposed eight dimensions underlining on performance across a variety of tasks; 1) oral and written communications (ability to speak and write to the audience regardless of size), 2) maintaining personal discipline (avoiding breaking the rules and regulations, alcohol consumption, and absent from work), 3) management and administration (involving in managerial aspects, such as organising workforces and managing resources), 4) effort (the degree of task-commitment), 5) task-specific proficiency (ability to perform technical work), 6) nonspecific proficiency (undertaking extra-work roles that are beyond job requirements), 7) supervision (ability to guide others, particularly subordinates), and 8) helping behaviours (supporting colleagues and supervisors) (Campbell et al., 1990; Motowidlo & Kell, 2012).

However, Viswesvaran and Ones (2000) had grouped the 486 job performance indicators discovered in the past studies into ten specific dimensions encompassing 1) ability to communicate, 2) work quality, 3) leadership, 4) administrative proficiency, 5) quantity of work, 6) interpersonal skill, 7) acceptance of authority, and 8) determination. Borman and Motowidlo (1997) had proposed two general comprehensive dimensions of job performance model: task performance and contextual performance which presumably contribute to the organisational effectiveness. ***Task performance*** refers to a series of behaviours employees carry out to complete the core job requirements that are prescribed in their job description. On the other hand, ***Contextual performance*** refers to employees' efforts or determinations that are indirectly related to the primary job function. However, those efforts are perceived as a catalyst for the activities and processes of work role through creating the social, psychological, and organisational context (Borman & Motowidlo, 1993; Di Pietro, Pantano, & Di Virgilio, 2014; Werner, 2000). These are the two major dimensions widely mentioned in the literature.

Koopmans et al. (2011) have systematically conducted extensive literature reviews to identify the conceptual model of job performance developed and proposed in the existing literature from psychological, management, and medical records. The researchers have integrated the total of seventeen general frameworks and eighteen job-specific models of job performance to develop a heuristic conceptual model of job performance including its potential indicators as depicted in Figure 2.3 with four distinct dimensions; task performance, adaptive performance (e.g. handling unusual situations, learning new things, and adapting to other cultures), counterpart performance (behaviours that negatively impact the organisational well-being, such as low work attendance, stealing, and always late for work), and contextual performance, that frequently adopted across past studies. Additionally, the study has revealed that task performance has been most mentioned in almost all models as a key dimension of job performance (Koopmans et al., 2011).

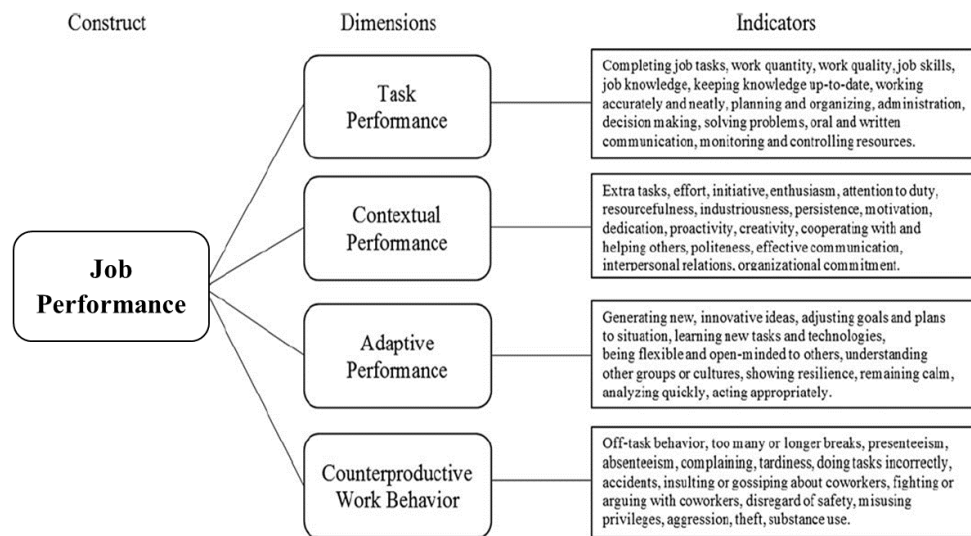


Figure 2.3 The Heuristic Model of Job Performance by Koopmans et al. (2011)

Source: Koopmans et al. (2011)

More recently, Pradhan and Jena (2017) have also studied different models and taxonomies developed over the past fifteen years, revealing various aspects of job performance as shown in Table 2.16. The researchers underlined the top three key dimensions; task performance, contextual performance, and adaptive performance, reflecting the increasing importance of these three aspects of job performance. Although counterproductive performance has been excluded in Pradhan et al.'s model, this has almost supported the Koopmans et al.'s job performance framework. Moreover, Pradhan et al. (2017) have emphasised that those behaviours as proposed by prior studies would generate positive organisational outcomes regarding distal outcomes, such as improvements in productivity, organisational growth, and enhancing customer satisfaction (Pradhan & Jena, 2017).

Table 2.16 Identification of Critical Dimensions of Job Performance by Pradhan and Jena (2017)

Authors	Facets of Employee Performance
Parker, Williams, and Turner (2006)	Proactive work behaviour, Problem-solving, and Idea implementation
Griffin, Neal, and Parker (2007)	Individual task proficiency, Individual task adaptivity, Individual task proactivity, Team member task proficiency, Team member task adaptivity, Team member task proactivity, Organizational task proficiency, Organizational task adaptivity, and Organizational task proactivity
Koopmans, Bernaards, Hildebrandt, De Vet, and Van der Beek (2014)	Task performance, Contextual performance, and Counterproductive work behaviour

Source: Taken from Pradhan and Jena (2017)

In sum, as one of the aspects of this study is to investigate the relationship between job performance and organisational citizenship behaviours, the author will refer job performance in this study as “Task Performance” which is an interchangeable term with “in-role performance”. The main reason is that some aspects of contextual performance, adaptive performance, and organisational citizenship behaviours have found to be overlapped. Moreover, contextual performance, organisational citizenship behaviours, and extra-role performance have been frequently used interchangeably in several existing studies (Moorman & Blakely, 1995; Organ, 1997; Van Dyne et al., 1994; Werner, 2000).

2.8.3 Measuring Job Performance

As discussed earlier, job performance in this study was assessed by task performance. The measurement scales of task performance developed by Williams and Anderson (1991) will be adopted in this study for several reasons. First, these items have been generally applied by numerous scholars across various fields, including hospitality studies, as indicators of job performance (Hsiao et al., 2015), reflecting its validity. Second, unlike other measurement scales, these 7-items of task performance measurement scale are distinct from organisational citizenship behaviour (Ma et al., 2018; Williams & Anderson, 1991) to avoid the overlapping between these two constructs. Table 2.17 presents the measurement of task performance that is frequently utilized to assess job performance in prior studies.

Table 2.17 Summary of Task Performance Measurement Items (Indicators)

Author(s)	Indicators/Items	Adopted by
Williams and Anderson (1991)	<ol style="list-style-type: none"> 1. I adequately complete my assigned duties. 2. I fulfil the responsibilities specified in my job description. 3. I perform the tasks expected of me. 4. I meet the formal performance requirements of the job. 5. I engage in activities that will directly affect my performance evaluation. 6. I never neglect my responsibilities to perform the required jobs. 7. I never fail to perform essential duties. 	<p>Self-Report</p> <p>Hsiao et al. (2015)</p> <p>Shin et al. (2018)</p> <p>Ma et al. (2018)</p> <p>Gkorezis (2015)</p> <p>Guan et al. (2014);</p> <p>Park and Choi (2016); Thompson and Bolino (2018);</p> <p>Wingerden and Poell (2017)</p> <p>Supervisor Rated</p> <p>Demerouti, Bakker, and Leiter (2014) 7 Items</p> <p>Van Wingerden, Derks, and Bakker (2017)</p> <p>Tian, Cordery, and Gamble (2016)</p>
Babin and Boles (1996)	<ol style="list-style-type: none"> 1. I get positive feedback from customers. 2. I satisfy my customers' service expectations. 3. I manage my work time very effectively. 4. I am knowledgeable about my company's services. 5. I know what my customers expect. 6. I am good at my job. 	<p>Self-Report</p> <p>(Babin & Boles, 1996; Ellinger, Elmadağ, & Ellinger, 2007)</p>

Author(s)	Indicators/Items	Adopted by
Babin & Boles (1998)	Relative to my coworkers... 1. My performance is in the top 10 per cent. 2. I have been rated consistently as an excellent performer. 3. I go out of my way to help customers. 4. I get along with customers better than others. 5. I consistently deliver better quality service than others.	Self-Report Babin and Boles (1998); Gibbs and Ashill (2013); Karatepe and Uludag (2008); Yavas and Babakus (2010) Karatepe and Uludag (2008) Buil, Martínez, and Matute (2018)
Podsakoff & MacKenzie, 1989,	Job performance (Taken from Janssen, 2001) 1. This employee always completes the duties specified in his or her job description. 2. This employee fulfils all responsibilities required by his or her job. 3. This employee often fails to perform essential duties. (reversed item) 4. This employee never neglects aspects of the job that he or she is obligated to perform. 5. This employee meets all the formal performance requirements of the job.	Supervisor-Rated Cai et al. (2018) (Janssen & Van Yperen, 2004); Violetta and Heidi (2018)

2.8.4 Related Research of Job Performance in Thailand

Consistent with the studies in the western, the studies of job performance in Thailand have also investigated the relationship between job performance and its antecedents, such as big five personality traits, job satisfaction, and transformational leadership, as depicted in Table 2.18. None studies of OCB and job performance have been found in Thailand.

Table 2.18 Related Research of Job Performance in the Thai Context

Author (s)	Sample / Sector	Key Findings
Ariyabuddhiphongs and Kahn (2017)	187 employees of cafes in Bangkok	“Job performance mediates the relationship between transformational leadership and turnover intention.” (p. 215)
Raich and Ho (2018)	1,512 Hotel Workers	Big Five personality traits played major roles in reducing their perceived stress and burnout, increasing their levels of mindfulness and job satisfaction and, subsequently, increasing their job performance and life satisfaction
Loveland, Thompson, Lounsbury, and Gibson (2016)	146 managers working at a large hospitality firm	“Relational orientation, initiating structure, and organisational tenure potential predict job performance, while customer service orientation does not.” (p. 86)
Rahman and Ferdausy (2016)	76 working MBA students	“A positive correlation between emotional intelligence and job performance, when the effects of age, gender, education, position, and organisation were held constant. Transformational leadership was found to

Author (s)	Sample / Sector	Key Findings
		fully mediate the relationship between emotional intelligence and job performance.” (p. 122)

2.8.5 Summary

Understanding what constitutes frontline hotel employees' job performance is vital as the hotel business operations have relied on their performance to deliver a high-quality service to meet customer expectation. From a comprehensive study discussed in this section, most studies have regarded job performance as tasks or responsibilities prescribed in the job description, while those extra-roles are regarded as organisational citizenship behaviour or contextual performance. As OCB is one of the focal constructs for this study, distinguishing job performance and OCB is necessary. Hence, this study has distinguished job performance from OCB by exclusively including task performance as a measurement of frontline hotel employees' job performance as supported by previous empirical studies as indicated earlier.

2.9 Hypotheses and Conceptual Framework

2.9.1 The Direct Effect of HR Practices on OCB

The hotel should design people managing system and policies or human resource management (HRM) emphasising at providing frontline employees with motivations, skills, and commitment that foster employees to display organisational citizenship behaviours (OCB) or extra-role performance, particularly service-oriented organisational citizenship behaviours (SO-OCB), which in turn generating the highest service quality (Chen, 2016a; Liao et al., 2009). More specifically, high-performance work practices (HPWPs), a subset of HR practices, have been claimed to increasingly become a crucial tool in an organisation-employee relationship (Zhang, Wan, & Jia, 2008). Furthermore, drawing on the social exchange theory (SET), employees generally perceive HR practices as a signal that the organisation has dramatically valued them

through various practices which might strengthen employees' commitment to business goals (Whitener, 2001). Hence, this might impact employees' positive behavioural intention to perform above and beyond their job requirements which benefit the organisation (Violetta & Heidi, 2018). In this regard, extant studies supporting the linkage between HR practices – OCB at the individual level have illustrated below.

Safavi and Karatepe (2018) examined the relationship between HPWPs career adaptability, extra-role performance (or OCB), and creative performance of 313 frontline employees of the hotels in Iran testing the casual relationship of those focal constructs. The study discovered that the employees' perceptions towards the hotels' implementation of various HPWPs, encompassing empowerment, work-life balance, teamwork, training, career opportunities, job security, rewards, and selective staffing, would exhibit a higher level of career adaptability, in turn, employees did not only meet the role expectations but also displayed a higher level of citizenship behaviours (extra-role performance) and better-displaying creativity. The findings further suggest that management activities towards rewards, training, selective staffing, and empowerment, have an impact on frontline employees' OCB in which employees react towards those practices by doing beyond their tasks to satisfy guests. Hence, the researchers have suggested that organisations should invest in HPWPs to facilitate employees to handle their work (both in-role and extra-role) and manage career needs, which in turn, their performance will have a significant impact on the hotel's performance (Safavi & Karatepe, 2018).

Guan and Frenkel (2018) attempted to measure the impact of HR practices perceived by employees on promoting greater employee outcomes (e.g. in-role and extra-role) of 455 workforces within the five-local manufacturing organisations in the Chinese context. The findings indicated that job crafting has significantly mediated HR practices – employee outcomes (both task performance and OCB). Giving the important role of line managers or supervisors in the Chinese context, the scholars have further postulated that organisations should establish consistent and distinctive HR practices that will stimulate employees' job crafting and work engagement that will in lead employees to engage in OCB.

Mallick, Pradhan, Tewari, and Jena (2014) investigated the impact of HR practices, including job security, profit-sharing, performance appraisals, training, job

description, and career opportunities, on organisational citizenship behaviours and in-role job performance, in the healthcare organisations in India. The study examined this relationship from employees of all levels employing hierarchical multiple regression to test the moderator role of HR practices. The results indicated that HR practices significantly moderated the link between OCB and in-role job performance.

The study of Chiang and Hsieh (2012) on 423 hotel employees, focusing on frontline employees from housekeeping, food and beverage, and front office departments working in the hotels in Taiwan, indicated that psychological empowerment and perceived organisational support (POS) significantly influenced on those frontline employees' OCB. The results are inconsistent with the theoretical concept of social exchange theory (SET) and have reinforced the vital role of HR activities, essentially empowerment activities which is one of the most powerful tools in triggering employees' willingness and motivation to engage in extra-role performance. According to the above evidence and the theoretical viewpoint from the social exchange theory, this study has predicted that HR practices in the form of HPWPs perceived by employees potentially affect the frontline employees' organisational citizenship behaviours. Hence, the following hypothesis is proposed:

H1: Human resource practices perceived by hotel frontline employees positively influence organisational citizenship behaviours.

2.9.2 The Direct Effect of HR Practices on Job Performance

There is increasing evidence of research supporting the link between HR practices and job performance (particularly task performance) and furthermore have revealed a positive influence from HR practices to employees' job performance. However, a set of HR practices adopted throughout the existing research are varied. Some studies have conceived HR practices as a latent construct while some have conceived as a single practice which varied according to the aim of the study and the interest of the researchers.

For example, Karatepe (2013) gathered data from full-time frontline employees and their supervisors working in hotels in Romania. The findings indicated that rewards were likely to be the most reliable indicator of high-performance work practices (HPWPs). This could be well explained by social exchange theory that employees' performance is likely to improve when the organisations recognise them through rewards and appreciations. Thus, HPWPs (rewards, training, and empowerment) boost work engagement and in turn produce employee performance and extra-role performance. Additionally, job performance in this study was conceived as "task performance" measured by the level of productivity, service or product knowledge and work quantity against their colleagues (e.g. "this employee is a top performer", "employee knows customers' expectations better than others").

Chen, Lin, et al. (2016) investigated 130 frontline employees of hospitality firms in Taiwan and found a robust definite link between HPWPs perceived by the frontline employees and task performance mediated by psychological efficacy. Task performance in this study was measured by the quality of work comparing to the standards required and other employees' performance rated by their supervisors, while HPWPs were treated as a set of bundles with no specific details on the relationship between each practice and employees' task performance.

From the study of 835 Spanish employees working in the service sector, educational sector, and food manufacture, Latorre et al. (2016) found that job security was a most reliable indicator and most related to employee performance which mediated by the perceived organisational support. The findings also support the causality relationship between HR practices, perceptions, attitudes, and employee behaviour (performance). This study adopted employee performance's measurement from Abramis (1994) rated by employees with the questions related to employees' task performance, such as "how well did you fulfil the tasks" or "perform without mistakes."

2.9.2.1 The AMO Model

Besides the above evidence, the AMO theoretical framework may provide a reasonable explanation for the HR practices - employee performance linkage (both regarding task performance and contextual performance or organisational citizenship behaviours). The AMO model as depicted in figure 2.4 views employees' performance with three essential dimensions; 1) ability (or skill), 2) motivation, and 3) opportunity that drives an employee to function effectively. Hence, organisations should design HR activities that will enhance employee performance through those dimensions as briefly described below (Jiang, Lepak, Hu, et al., 2012; Obeidat et al., 2016; Violetta & Heidi, 2018);

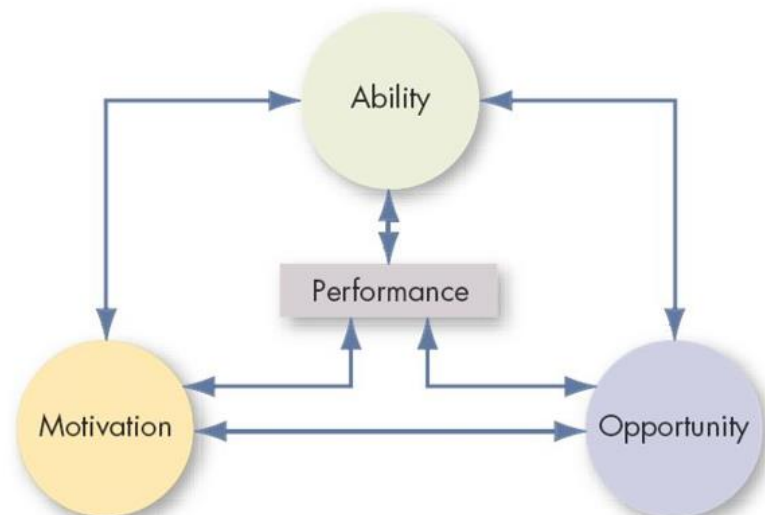


Figure 2.4 The AMO Model

Source: Adapted from Blumberg and Pringle (1982), p. 565

1) ***Skil-Enhancing HR Practices***, such as extensive training and recruitment and selection, are advocated to help to improve the level of employees' knowledge and capabilities needed for their career development and promotional opportunity (Jiang, Lepak, Hu, et al., 2012).

2. ***Motivation-Enhancing HR Practices***, such as competitive pays and benefits, career development, and job security, aimed at helping employees to succeed in achieving their goals by encouraging employees to work towards their goals in attaining rewards and security in return (Jiang, Lepak, Hu, et al., 2012).

3. ***Opportunity-Enhancing HR Practices*** emphasise on encouraging employees to participate and engage in sharing knowledge, making a decision, seeking to develop and learn new things, through their motivation and skills to achieve organisational goals (Jiang, Lepak, Hu, et al., 2012).

Drawing on the abovesaid evidence from past studies, the AMO model, and SET, if human resource activities are carried out and appropriately designed, employee performance is likely to be enhanced, which in turn, will benefit the overall organisation. Hence, on this basis, the following hypothesis is proposed:

H2: HR practices perceived by hotel frontline employees positively influence job performance.

2.9.3 The Direct Effects of Supervisor Support on OCB, and Job Performance

The existing studies (Organ, 1988; Podsakoff, MacKenzie, Paine and Bachrach, 2000) have indicated that employees tend to exhibit organisational citizenship behaviours through the exchange relationships between supervisors and employees. From the investigation of 198 Indian business executives, Tremblay and Simard (2018) found that perceived supervisor support was positively related to both OCB and job performance. More recently, some studies on supervisor supports within the hospitality literature have revealed. For example, the study of the frontline employees working within the international hotels in Taiwan has found that supervisor support is one of the vital antecedents of service-oriented organisational citizenship behaviours (SO-OCB) in which a group affective tone partially mediates the link between supervisor support and SO-OCB (Tang & Tsaur, 2016). Another study from Chen (2016b) also revealed

that support from immediate supervisor underlying leader-member exchange concept has significantly impacted on employees' internal service behaviour intention, in turn, significantly affected SO-OCB. Additionally, Karatepe (2014) examined the relationship between hotel frontline employees' perception of supervisor support towards job performance in upscale hotels in Cameroon and revealed that job embeddedness fully mediates supervisor support on hotel frontline employees' job performance. Drawing on the above evidences, the following hypotheses are proposed:

H3: Supervisor support perceived by hotel frontline employees positively influence organisational citizenship behaviour.

H4: Supervisor support perceived by hotel frontline employees positively influence job performance.

2.9.4 The Direct Effects of Coworker Support on OCB, and Job Performance

More recently, some studies on coworker supports within the hospitality literature exist. Shin et al. (2018) examined flight attendants in South Korean and found that both coworkers emotional support and coworker instrument support moderated the indirect effect of job crafting and employee performance. Examining hotel employees from four and five-star hotels in China, Ma et al. (2018) revealed that support from coworkers underlying coworker-member exchange concept motivated employees to display more OCB, particularly OCB-I (individual), such as helping behaviours. On the hand, when investigating frontline employees of four and five-star hotels in Cameroon, Karatepe (2012) discovered that coworker support did not have an impact on improving service recovery performance but reduced the turnover intention. This is consonant with the empirical study of Tremblay and Simard (2018) who found that coworker support were more related to employees' job performance and OCB than supervisor supports. This contradiction requires further investigation to provide more empirical evidence on the impact of coworker support on hotel frontline employees' OCB and job performance. Drawing on the above empirical evidence, the study hypothesised that;

Hypothesis 5: Coworker support perceived by hotel frontline employees positively influence organisational citizenship behaviours.

Hypothesis 6: Coworker support perceived by hotel frontline employees positively influence job performance.

2.9.5 Relationship between OCB and Job Performance

There has been a significant increase in academic concerns in the relationship between OCB and job performance over the decades. Avey, Wernsing, and Luthans (2008) advocate that OCB enhance employees' job performance and organisational performance through organisational commitment. Ozer (2011) discovers that coworker relations mediate the positive relationship between OCB and employee performance. Ilies, Scott, and Judge (2006) finds that OCB associates with job performance through personality traits. Spector and Fox (2002) discovered that OCB enhances employees' job performance by improving willingness and awareness to support colleagues and organisations. Also, Tsai and Wu (2010) found that OCB positively impacts on job performance through the association with job satisfaction.

More recently, some studies on the direct effects of OCB on job performance exist. For example, the study of 250 staff in the higher education sector in Ghana found that employees' OCB, particularly being courtesy, generated high effect on employees' performance and suggests to promote OCB practices in the organisation (Dwomoh, Gyamfi, & Luguterah, 2019). Ayu Putu Widani Sugianingrat et al. (2019)'s investigation of employees in non-star hotels in Bali reveals OCB and employee engagement as mediators aiding the relationship between ethical leadership and employee performance. This also implies the direct relationship between OCB and job performance. Drawing from the above support, the following hypothesis is proposed;

H7: Organisational citizenship behaviour has a positive influence on hotel frontline employees' job performance.

2.9.6 The Mediating Role of OCB: the Indirect Relationship

Integrating organisational citizenship behaviour into this study's research model as a mediator has derived from several conditions. Kenny, Kashy, and Bolger (1998) has postulated that in determining a mediating effect, a significant relationship between the independent variable and mediator, and between the mediator and dependent variables, are required. In this current study, the aforesaid extant studies have supported the positive effect of human resource practices, supervisor support, coworker support on organisational citizenship behaviour and job performance, and the positive effect of organisational citizenship behaviour on job performance. To the author's best knowledge, the mediating role of organisational citizenship behaviour between human resource practices, supervisor support, coworker support, and job performance has yet to be empirically studied among frontline employees in the hotel industry. Hence, it is meant to fill this gap by investigating the mediating role of organisational citizenship behaviour. Drawing from the concept of social exchange theory, evidence from extant research throughout this chapter, the definition of Organ (1997)'s OCB in supporting task performance, on this basis, the following hypotheses are proposed;

H8: The relationship between human resource practices and job performance will be mediated by organisational citizenship behaviours.

H9: The relationship between perceived coworker support and job performance will be mediated by organisational citizenship behaviours.

H10: The relationship between perceived supervisor support and job performance will be mediated by organisational citizenship behaviours.

Table 2.19 Summary of Hypotheses and Supporting Literature

Hypotheses		Literature Support
H1	HRP → OCB	Guan and Frenkel (2018), Takeuchi et al. (2018), Srivastava and Dhar (2016), Mostafa, Gould-Williams, and Bottomley (2015), Suan and Nasurdin (2014), Karatepe (2013), Alfes et al. (2013); Tang and Tang (2012), Zhang et al. (2008), Ellinger et al. (2007)
H2	HRP → JP	Safavi and Karatepe (2018), Alessandri, Consiglio, Luthans, and Borgogni (2018), Guan and Frenkel (2018), Takeuchi et al. (2018), Latorre et al. (2016), Tian et al. (2016), Karatepe (2013), Ellinger et al. (2007),
H5	SS → OCB	Akram, Kamran, Iqbal, Habibah, and Atif Ishaq (2018), Ma et al. (2018), Tremblay and Simard (2018), Gkorezis (2015), Eby et al. (2015), Ma and Qu (2011), Shanock and Eisenberger (2006), LePine et al. (2002),
H6	SS → JP	Tremblay and Simard (2018), Kim et al. (2017), Lee, Teng, and Chen (2015), Gkorezis (2015), Karatepe (2014), Wang and Tsai (2014), Liaw et al. (2010), DeConinck and Johnson (2009), Shanock and Eisenberger (2006)
H3	CS → OCB	Ma et al. (2018), Tremblay and Simard (2018), Eby et al. (2015), Chênevert et al. (2015), Limpanitgul, Robson, Gould-Williams, and Lertthaitrakul (2013), Ma and Qu (2011)
H4	CS → JP	Shin et al. (2018), Tremblay and Simard (2018), Kim et al. (2017), Wang and Tsai (2014), Chen and Kao (2014), Limpanitgul et al. (2013), Beehr, Jex, Stacy, and Murray (2000) USA,
H7	OCB → JP	Cai et al. (2018), Basu et al. (2017), Chikaji and Abu Mansor (2015), Chiang and Hsieh (2012)
H8	HRP→OCB→JP	Social Exchange Theory,
H9	SS→OCB→JP	Social Exchange Theory
H10	CS→OCB→JP	Social Exchange Theory

Note: HRP = Human resource practices, OCB = Organisational citizenship behaviour, JP = Job performance, SS = Supervisor support, and CS = Coworker support

2.9.9 Research Conceptual Model

In sum, considering the previous research findings, the social exchange theory, and discussion in this chapter, ten hypotheses (see Table 2.19) were formulated to frame the research conceptual framework as depicted in Figure 2.5 for its empirical validation. The numerous relationships that will be tested in the model suggest that frontline employees who perceive higher levels of human resource practices, supervisor and coworker support, will be more prone to exhibit higher levels of organisational citizenship behaviours and job performance. In addition, the mediating role of organisational citizenship behaviour will also be investigated.

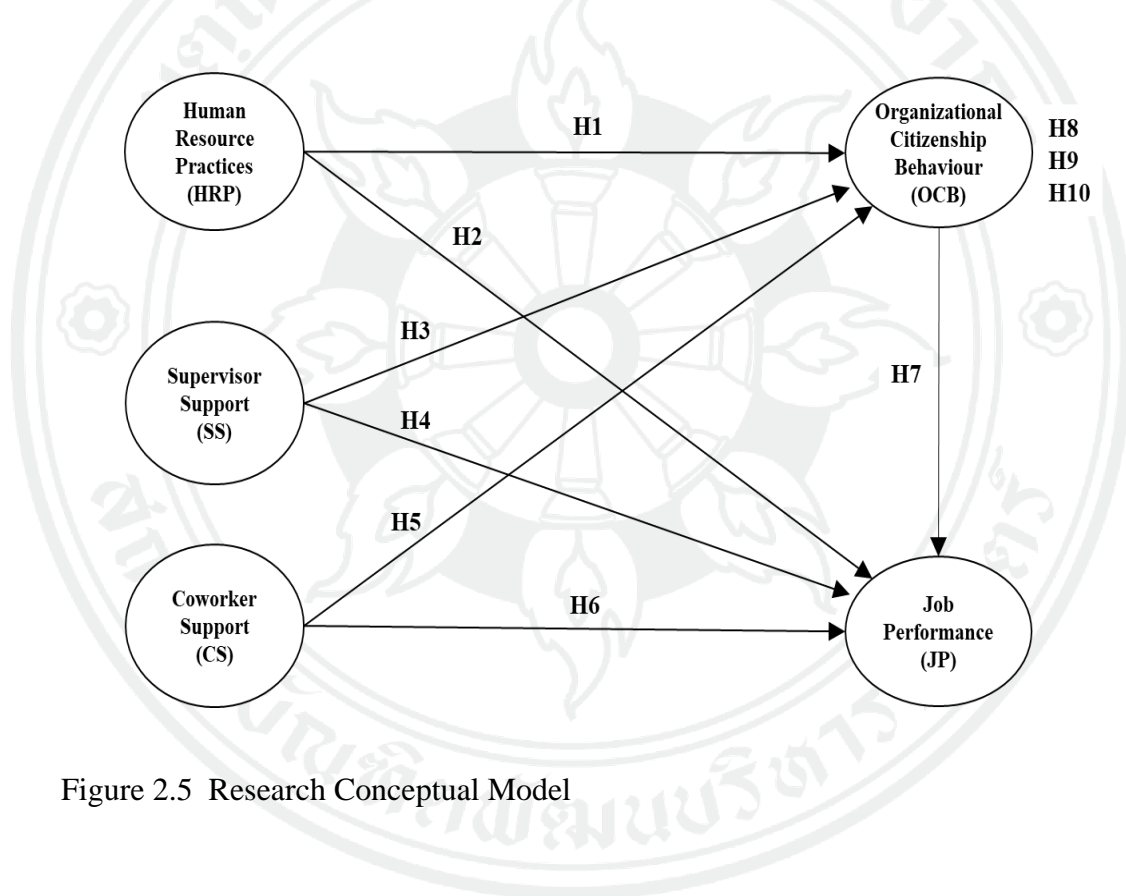
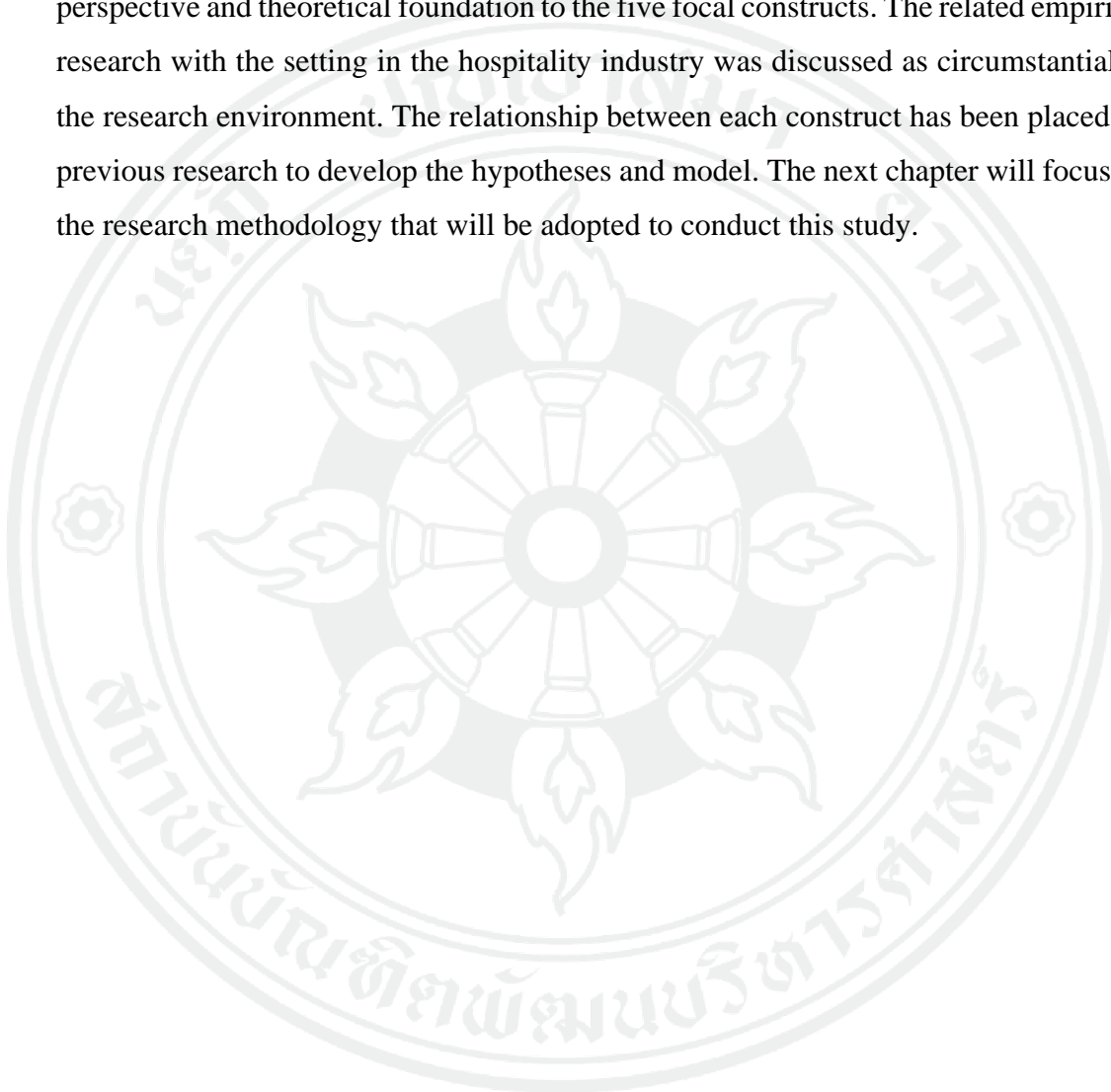


Figure 2.5 Research Conceptual Model

2.10 Chapter Summary

This chapter has discussed the definitions and concepts of Human Resource Practices (HR practices), Organisational Citizenship Behaviour, Job Performance, Supervisor Support, and Coworker Support, in details to provide some empirical perspective and theoretical foundation to the five focal constructs. The related empirical research with the setting in the hospitality industry was discussed as circumstantial to the research environment. The relationship between each construct has been placed on previous research to develop the hypotheses and model. The next chapter will focus on the research methodology that will be adopted to conduct this study.



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

From the comprehensive review of the empirical literature most relevant to this research in the previous two chapters, this chapter aims at clarifying the research methodology that underpinned the research process. The quantitative approach has been employed to test the hypotheses and address the research questions and objectives of this study. The three principal research questions of the study are 1) What are the level of human resource practices, perceived coworker support, perceived supervisor support, organisational citizenship behaviours, and job performance? 2) What are the constructs of human resource practices, perceived coworker support, perceived supervisor support, organisational citizenship behaviours, and job performance of frontline employees in the four-star hotels? 3) What are the causal effects of human resource practices, coworker support, supervisor support, organisational citizenship behaviours, and job performance of frontline employees in the four-star hotels? This chapter will include the details of research design, population and sampling, data collection, data analysis, as well as ethical research considerations.

3.2 Research Design

This study employed the quantitative research method aiming to assess the causal relationship of human resource practices, supervisor support, coworker support, on organisational citizenship behaviour towards job performance of frontline employees of four-star hotels in Phuket. The self-administered questionnaire was developed and used as the main research tool. Frontline employees of the 16 participating hotels in Phuket from the stratified and convenient random sampling were chosen for data collection. The statements of the questionnaires were adapted from the

extant studies and validated by the three experts. The pilot test was carried out to ensure the internal consistency of the questionnaire before launching the final version for data collection. Since this study sought to investigate the causal relationship of the five focal constructs, structural equation modelling (SEM) was employed because it has been claimed to be “the most appropriate and most efficient estimation technique” for assessing multiple relationships simultaneously (Hair, Black, Babin, & Anderson, 2014).

3.3 Population, Sampling, and Data Collection

3.3.1 Target Population

The target population of this study was the full-time frontline employees of the four-star hotels in Phuket classified by the Thai Hotel Association (THA) in 2019. There are several reasons why selecting hotel frontline employees as the key population for this study. First, the hotel industry operates in a highly competitive environment, and its success is heavily reliant on the performance of frontline employees. Second, frontline employees in this study refer to those who interact with guests and are generally anticipated to handle numerous guests’ requests and demands (Afsar et al., 2018; Buil, Martínez, & Matute, 2016; Cai et al., 2018). Hence, the frontline employees are the face of the hotels that have appeared to influence the relationship between customers and organisations. Considering the mentioned criterion as well as the objectives of the study, the hotel frontline employees are the most appropriate participants. The hotel frontline employees in this study include front office employees, food and beverage front-of-the-house staff, and housekeepers, (Cai et al., 2018; Lee, Yoo, Lee, & Kim, 2018; Ozturk & Karatepe, 2019), as the main target groups but not limited to other hotel customer contact employees such as spa therapist, sales, and those who work in a recreational area.

The minimum criteria for the target population were the hotel frontline employees who 1) worked at the selected hotels in Phuket, 2) were at least 18 years old, a legal working age in Thailand, 3) worked at the selected hotels in Phuket for at least 6 months, and 4) worked full-time.

3.3.2 Sample Size

As of 2019, a total of 23 four-star hotels operating in Phuket, the target hotels, were listed as a member of THA (Thai Hotel Association, 2019). Although the exact number of the hotel frontline employees of those hotels was unknown, the appropriate sample size was determined as required for Structural Equation Modelling (SEM) suggested by numerous scholars and previous studies. For example, Kline (2015) and Boomsma (1983) suggested the population should be large and the sample size for SEM should be at least 200 cases. Considering those suggestions together with the recent studies related to hotel frontline employees which reported the actual responses between 215 to 334 cases (Lee, 2016; Lee et al., 2018; Supunsa Langprasert, Kanchana Pattrawiwat, & Wichuda Kijtorntam, 2017; Yeh, 2018), a minimum of 300 usable cases thus was the most appropriate sample size for this study.

3.3.3 Sampling Approach

The current study employed the multi-stage random sampling, including 1) stratified random sampling and 2) convenient random sampling to collect the data from the target population.

1) Stratified random sampling

At the first stage, stratified random sampling was applied to reduce sample biases by proportionately dividing the participating four-star hotels in Phuket which were listed as a member of Thai Hotel Association in 2019 into three groups based on hotel types as depicted in Table 3.1. From a member list of the Thai Hotel Association (THA) in 2019, there were 23 four-star rated member hotels in Phuket. Of these hotels, a total of 16 hotels consisted of 11 independent hotels, 2 local chain hotels, and 3 international chain hotels, agreed to participate in the study.

Table 3.1 Stratified Random Sampling of Participating Four-Star Hotels in Phuket

Hotel Types	Number of Hotels (Member of THA)	Participating Hotels	Participating Hotels (Percentage)	Minimum Sample Size
Independent	18	11	69%	206
Local Chain	2	2	13%	38
International Chain	3	3	19%	56
Total	23	16	100%	300

Note: Number of four-star rated hotels was obtained from the Thai Hotel Association as of March 2019.

2) Convenience random sampling

Then, the convenience sampling technique was used as the survey questionnaires were sent to the participating hotels for the human resource department to randomly select the frontline employees who met the certain criteria and volunteered to participate in the survey at their convenient time on a working day.

3.3.4 Data Collection

The data collection was conducted by utilizing a self-administered survey distributing and collecting from April to May 2019. The researcher initially approached human resource directors or managers of the target hotels in Phuket by phone to explain the objectives and the criteria of the hotel frontline employees of the study and invite them to participate in the survey. Once agreed, the researcher posted the package with the official invitation letter issued by Graduate School of Tourism Management, National Institute of Development Administration, declared consent statement, and the copies of questionnaires, to the hotels. Then, the human resource department of the participating hotels would facilitate in distributing the survey to the frontline employees who met the sample criteria and voluntarily participated in the study at their

convenience time. Generally, the hotels needed at least two to three weeks to collect all the survey for the researcher. The researcher would then follow-up with HR manager or department heads via phone to set up the appointment to collect the completed surveys at the establishments.

Hence, a total of 350 survey questionnaires was sent to 16 participating four-star hotels in Phuket to distribute to the frontline employees. A total of 334 survey questionnaires was collected from the establishments. Of the 334 questionnaires, 14 questionnaires were removed due to incomplete information, resulting in 320 usable questionnaires meeting the minimum requirement of 300 cases for SEM analysis as discussed in section 3.3.2, representing a high-level response rate of 91.43%.

3.4 Research Instrument Development

A self-administered survey questionnaire was the primary tool applied for this quantitative research to collect data from the target group. Chapter 1 and the previous section have provided the foundation to developing an appropriate questionnaire which involves two major procedures; 1) generating statements or questions (measurement items), 2) establishing validity and reliability (quality of research instrument) discussed below.

3.4.1 Questionnaire and Measurement Items

Developing an initial questionnaire is the first step in instrument development. This step involved the selection of appropriate measurement items of the five focal construct of the study (see Table 3.2) which were transformed into statements or questions. The proposed conceptual model of this empirical study was developed based on numerous constructs or variables from prior studies. Hence, the measurement scales were derived from a comprehensive review of extant literature as shown in Table 3.3, resulting in a total of 77 items. The structured questionnaire was designed with six parts discussed below.

Table 3.2 Five Focal Constructs of the Study

Independent Variable	Mediating Variable	Dependent Variable
- Human resource practices	Organisational citizenship	Job performance
- Supervisor support	behaviour	
- Coworker support		

Part 1: Demographic characteristics: General personal information of the target population including gender, age, educational background, level of income, current job title, and tenure, was obtained to understand the profile of the sample.

Part 2: Human Resource Practices (HRP): This study adopted high-performance work practices (HPWPs) approach to assess employee perception of human resource practices consisting of six practices which are the key elements of this construct; selective staffing (SLS), rewards (RW), training (T), empowerment (EM), job security (JS), and career opportunity (CO), with a total of twenty-seven items adapted from various studies (see Table 3.2 for sources).

Part 3: Supervisor support (SS): Frontline employee perception of supervisor support was measured by an eight-item scale adapted from Eisenberger et al. (2002) and empirically utilized by Dai et al. (2018), Yim et al. (2018), and Park and Jang (2017). Sample items are: “My supervisor cares about my well-being” and “My supervisor tries to make my job as interesting as possible.

Part 4: Coworker support (CS): Following previous study (Tews et al., 2018), coworker support was measured by emotional support and instrumental support assessing by a six and five-item scale, respectively, developed by Settoon and Mossholder (2002). Sample items are “My coworkers make an effort to make me feel welcome in the workgroup.” and “My coworkers assist me with heavy workloads.”

Part 5: Organisational citizenship behaviour (OCB): This study relied on self-reported allowing employees to rate their behaviours since the accessibility to the supervisor was limited. OCB in this study was operationalised with three key elements, OCB-O, OCB-I, and OCB-C. These three elements were assessed by using 22 items suggested by Ma et al. (2013) in which eight and six-item scale of OCB-O and OCB-I,

respectively, developed by Williams and Anderson (1991), and eight item-scale of OCB-C taken from service-oriented OCB developed by Bettencourt et al. (2001). Sample items are “I help my coworkers when their workload is heavy”, “I protect our hotel’s property”, and “I follow customer service guidelines with extreme care.”

Part 6: Job performance (JP): Job performance in this study was measured by task performance using a nine-item scale developed by Williams and Anderson (1991), and empirically utilised by Shin et al. (2018), Ma et al. (2018), Gkorezis (2015), and Thompson and Bolino (2018). Sample questions include “I adequately complete my assigned duties” and “I perform tasks expected of me.”

The respondents were asked to rate each item of human resource practices, supervisor support, coworker support, organisational citizenship behaviour, and job performance constructs, on a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree) to indicate the degree of agreement.

Table 3.3 References of Measurement Items of Studied Constructs

Constructs/Indicators	No. of Items	Reference
Human resource practices (High-performance work practices) (HRP)		
Selective Staffing (SLS)	4	Sun, Aryee, and Law (2007), and empirically used by Karatepe and Olugbade (2016), Aybas and Acar (2017), Safavi and Karatepe (2018), Irene et al. (2018), Page, Bentley, Teo, and Ladkin (2018), Kevin, Edwin, William, and Joe (2018)
Rewards (RW)	5	Boshoff and Allen (2000), Safavi and Karatepe (2018), Afsar et al. (2018), Babakus, Yavas, and Karatepe (2017), Vatankhah et al. (2017)
Training (T)	6	5 items taken from Boshoff and Allen (2000), Babakus et al. (2017), Safavi and Karatepe (2018), Afsar et al. (2018),

Constructs/Indicators	No. of Items	Reference
		Kevin et al. (2018). 1 item taken from Langford (2009), Presbitero (2017)
Empowerment (EM)	5	Hayes (1994), Karatepe et al. (2007), Vatankhah et al. (2017), Babakus et al. (2017)
Job security (JS)	4	Delery and Doty (1996), Sun et al. (2007), Karatepe and Olugbade (2016), Irene et al.
Career opportunity (CO)	3	(2018), Page et al. (2018), Kevin et al. (2018)
Supervisor Support (SS)	8	Eisenberger et al. (2002), Dai et al. (2018), Yim et al. (2018), Park and Jang (2017)
Coworker Support (CS)		
Emotional support (ES)	6	Settoon and Mossholder (2002), Tews et al. (2013), Shin et al. (2018), Xu et al.
Instrumental support (IS)	5	(2018), Tews et al. (2018)
Organisational Citizenship Behaviour (OCB)		
OCB-I (Individual)	6	Williams and Anderson (1991), Hsiao et al. (2015), Ma et al. (2018), Takeuchi et
OCB-O (Organisation)	8	al. (2018), Ma et al. (2013), Yan (2018)
OCB-C (Customer)	8	Modified version by Ma et al. (2013), originally modified from Bettencourt and Brown (1997). Used by Yan (2018); Yoon et al. (2016), Ma et al. (2018)
Job Performance (JP)	9	Williams and Anderson (1991) and utilized by Hsiao et al. (2015), Shin et al. (2018), Ma et al. (2018), Gkorezis (2015), Thompson and Bolino (2018). 2 items developed by the author
Total	77	-

3.4.2 Quality of Research Instrument

After the initial questionnaire was created and approved by the supervisor, the quality of the questionnaire was examined before data collection to ensure the accuracy and consistency of a survey. In this process, the content validity was established with three-panel experts before carrying out the reliability test through the pilot test as discussed below.

3.4.2.1 Content Validity

In this step, the three experts were invited for a survey review to examine whether the questions measured the expected features or not to establish the content validity. The first expert is a university lecturer in the social science program. The second one is from the Thai Hotel Association. The last one is from the human resource department of the hotel corporate office. This method is generally executed to lessen error in the measurement process. The validation was done by finding the average degree of the agreement among three experts by applying the index of item-objective congruence method. The evaluation form of IOC was sent for each expert to evaluate and rate each statement as of the following criterion.

the score +1 = Congruent or clearly measuring

0 = Questionable or unclear

-1 = Incongruent or not clearly measuring

Principally, the qualifying questions should obtain the IOC value at least or greater than 0.50 to confirm content validity as suggested by Rovinelli and Hambleton (1976). For those statements obtaining the IOC value below 0.50, the researcher must revise those questions accordingly as suggested by the experts. As for this study, all statements obtained at the IOC value at least 0.50 with few changes in wording as suggested by the three experts.

3.4.2.2 Reliability Test

The quality of the questionnaire is concerned with the reliability determined to ensure that the measurement is accurate and consistent. This study employed the pilot testing method to test the reliability of the instrument. Hence, the questionnaire was pilot tested with 30 accessibly particular hotel frontline employees, who were not included in the sample group, from the four-star rated hotels in Bangkok to examine the reliability. The data were analysed using a package software to compute the

reliability value by using Cronbach's alpha Coefficient to determine the internal consistency reliability of the survey. A general scale of above 0.70 is considered as an acceptable or good level of reliability in social science research. As for this study, Cronbach's alpha coefficients of all measurement indicators/constructs ranged from 0.768 to 0.946 meeting the cut-off value of 0.70 (Nunnally & Bernstein, 1994). Hence, no items were eliminated from the questionnaire. Then, the questionnaire was ready for data collection.

Table 3.4 Instrument Reliability (Pilot Test, n=30)

Constructs/Indicators	No. of Items	Cronbach's alpha (α)
Human resource practices	27	0.940
Selective staffing (SLS)	4	0.939
Rewards (RW)	5	0.915
Training (T)	6	0.931
Empowerment (EM)	5	0.817
Job security (JS)	4	0.830
Career opportunity (CO)	3	0.768
Supervisor support	8	0.946
Coworker support	11	0.902
Emotional support	6	0.875
Instrumental support	8	0.946
Organisational citizenship behaviour (OCB)	22	0.931
OCB-I (Individual)	6	0.826
OCB-O (Organisation)	8	0.891
OCB-C (Customer)	8	0.836
Job performance	9	0.921
Overall	77	0.969

3.5 Data Analysis and Statistics

3.5.1 Descriptive Analysis

After the data collection, the empirical data were analysed by utilising Statistical Product and Service Solutions (SPSS) package program for descriptive statistics. Descriptive statistics, such as frequency, percentage, and mean, and standard deviation (S.D.), were performed to obtain the general information of the target frontline hotel employees' demographic profiles and examine the level of each focal construct and variable. Additionally, skewness and kurtosis were performed to assess the data normality. As each measurement scale was analysed using five-Linker scales from Strongly disagree (1) to Strongly agree (5), the mean scores could be interpreted by calculating the class interval to create the criteria as follows;

$$\text{Class interval} = (\text{Maximum} - \text{Minimum}) / \text{Class number} = (5-1)/5 = 0.80$$

1.00 – 1.80	=	Very low (Strongly disagree)
1.81 – 2.60	=	Low (Disagree)
2.61 – 3.40	=	Moderate (Not sure)
3.41 – 4.20	=	High (Agree)
4.21 – 5.00	=	Very high (Strongly disagree)

3.5.2 Structural Equation Modeling (SEM)

For inference statistics, this study has applied the structural equation modelling (SEM) as the most appropriate quantitative method to verify hypotheses for the causal relationships between HR practices, perceived supervisor support, perceived coworker support, OCB, and job performance of hotel frontline employees of the four-star rated hotels operating in Phuket. SEM is recognized as a tool for a multivariate data analysis that assesses the complex model with the multiple endogenous and exogenous variables (Hair, Black, Babin, & Anderson, 2010). In SEM, exogenous variables refer to independent variables, while endogenous refers to dependent variables. SEM has been widely adopted across fields of study as a statistical method testing the relationships between observed and latent variables and consisted of two primary components; the measurement model (factor analysis) and structural model (path analysis) (Crockett, 2012; Hair et al., 2010; Kline, 2015).

The Measurement Model (CFA) evaluates the relationships between observed variables and latent variables which are theorized to measure using the Confirmatory factor analysis (CFA) technique in testing the measurement model. Confirmatory factor analysis (CFA) technique has been widely used in the social science field to validate and determine the reliability of any measurements and to ensure that existing measures of the model empirically selected by the researcher are appropriate for the sample population of the study. Besides, the structural model is applied to explain the link between latent variables and the model consists of observed and latent variables

3.5.2.1 Assessing the Measurement and Structural Model Fit

To determine the overall model fit with the empirical data for both measurement and structural model, a set of goodness-of-fit measurements should be applied (Kline, 2015). The current study used five indices – ratio of chi-square to the degree of freedom (X^2/df), Comparative fit index (CFI), Root mean square error of approximation (RMSEA), standardised root mean square residual (RMR), and tucker-lewis index (TLI) to examine the model fit following the criteria in Table 3.5. Although significant chi-square ($p < 0.005$), the traditional one, is usually used to assess the model fit, this study will not use it to justify the model fit due to its sensitivity to the sample size, particularly over 200, which may result in a poor model fit (Schumacker & Lomax, 2010). Hence, chi-square will only be reported in this study to calculating X^2/df .

Table 3.5 Summary of Model-fit Indices with Recommended Value for SEM

Goodness of fit Indices	Recommended Value	Source
Chi-square to a degree of freedom (X^2/df)	≤ 3.00	Kline (2015)
Comparative fit index (CFI)	≥ 0.90	Hair et al. (2014)
Root mean square error of approximation (RMSEA)	≥ 0.07	Steiger (2007)
Standardized root mean square residual (RMR)	< 0.08	Schumacker and Lomax (2010)
Tucker-lewis index (TLI)	≥ 0.90	Schumacker and Lomax (2010)

3.6 Research Ethical Considerations

Research ethics are highly prioritised in every aspect and throughout the process of this study addresses the following ethical considerations;

1) Permission from the target hotels would initially be obtained before mailing the survey package. The researcher would send the official letter with clear objectives of the study, instruction to complete the survey, as well as the questionnaire, to request for approval on collecting the data from the sample group.

2) Following approval to survey the participated hotels, the researcher would distribute the hard-copy of questionnaires to the participated hotels and allow sometimes for human resource department to collect the data from the target group at their convenient time.

3) Considering the protection of the participants' anonymity, the employers will not have any record of the participants or the responses received from each participant. Additionally, each questionnaire was provided with the envelopment; once completed, the respondents could seal the envelopment before returning to the responsible party or send the email directly to the research. Hence, the anonymity of participants was preserved throughout the research. Also, no personal identifying information will be gathered for participants.

4) The researcher will assure and inform the participants that the participation in the survey is voluntary and there would be no reward or money given for participation.

5) The participants would only see their own responses, not other participants' responses.

6) All data collected from the sample group would be kept confidential and stored in a secure place.

3.7 Chapter Summary

The current study will be conducted to investigate the causal relationship between HR practices, perceived supervisor support, perceived coworker support, OCB, and job performance of hotel frontline employees of the four-star rated hotels operating in Phuket. This chapter describes the research methodology employed to conduct the study. The quantitative method with the casual relationship research design is selected to analyses the significant relationship between the study's focal constructs or variables. The self-administered survey is used as the most appropriate tool to collect the data from the sample group of hotel frontline employees of four-star rated hotels listed as a member of Thai Hotel Association (THA) operating in Phuket. Descriptive statistics and structural equation modelling (SEM) are employed as statistical methods to draw the answer for the research questions. Hence, Chapter 4 will present the result and process of data analysis.

Table 3.6 Summary Table of Research Methodology

Research Objectives	Research Methodology	Populations	Sample Size	Sampling Method	Research Tool	Data Analysis
1. To study the level of HR practices, supervisor support, coworker support, organisational citizenship behaviours, and job performance of frontline employees in four-star hotels?	Quantitative	Frontline Employees of four-star hotels in Phuket	320	Stratified and Convenient random samplings	Self-administered Questionnaire	Descriptive statistics
2. To examine the constructs of HR practices, supervisor support, coworker support, organisational citizenship behaviour, and job performance of frontline employees in four-star hotels?						Confirmatory Factor Analysis
3. To investigate the causal effects of HR practices, supervisor support, coworker support, organisational citizenship behaviour, and job performance of frontline employees in four-star hotels?						Structural Equation Modeling

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 Introduction

This chapter presents the results of the current study based on the quantitative research aiming to investigate the relationship of human resource practices, supervisor support, and coworker support, as independent variables, and job performance as the dependent variable, in which organisational citizenship behaviour acts as a mediator of the model. The main sample of the study is frontline employees of four-star hotels in Phuket. The chapter consists of six major sections. The first section uses descriptive statistics, such as frequency and percentage, to describe the respondents' profile. The second section includes the descriptive statistics, such as mean and standard deviation, and assessment of normality of all studied variables using skewness, and kurtosis. The third section presents the results of second-order and first-order confirmatory factor analysis (CFA) of the measurement model which is required for the studies employing structural equation modelling analysis (SEM). The fourth section portrays the structural model. The fifth section includes the results of hypotheses testing of the ten proposed hypotheses of the study. Finally, a summary of the chapter is provided at the end of this chapter.

4.2 Respondent Profile

The sample of the study was the hotel frontline employees working from the 17 four-star hotels located in Phuket as well as listed as a member hotel of Thai Hotel Association (THA) in 2019. All the participating hotels have been operating around the fascinating tourist areas in Phuket, such as Patong, Kata, Karon, and Old Town Phuket, in which eleven, three, and two, are independent (88.24%), international chain (17.65%), and local chain hotels (11.76%), respectively. Of the 350 distributed

questionnaires, a valid sample of 320, after eliminating 14 incomplete questionnaires, was subjected to an analysis of this study, representing a high-level response rate of 94.12%. Table 4.1 presents the descriptive statistics with frequency and percentage of the 320 participating hotel frontline employees' demographic characteristics.

As depicted in Table 4.1, 226 respondents (70.6%) were female, and 94 were male (29.4%). Most of the respondents (233, 72.8%) were in the age range of 21 to 39 years with an undergraduate degree (44.1%) and being single (60.6%). Regarding the sample's organisational tenure, 37.8% of the respondents had been with the hotel for less than one year but with the minimum of 6 months, 41.3% for one to five years, 10.3% for six to ten years, and the rest (10.6%) for eleven years and above. The majority of the participating frontline employees were working within front office department (36.6%), followed by food and beverage department (34.4%), housekeeping department (18.8%), and other departments or related areas (10.3%), such as spa, sales and marketing, and recreation. The majority (73.4%) claimed to have a high level of customer contact with the income between 20,001 to 25,000 baht (50.6%), and the total work experiences in the hotel industry for one to five years (40.9%). The sample included 200 frontline employees (62.5%) working for independent hotels, 75 for international chain hotels (23.4%), and 45 for local chain hotels (14.1%).

Table 4.1 Demographic Characteristics of the Sample ($n = 320$)

Demographic Characteristics	Frequency ($n = 320$)	Percent (%)
Gender		
Male	94	29.37
Female	226	70.63
Age		
18 – 20	36	11.25
21 – 29	131	40.94
30 – 39	102	31.88
40 – 49	44	13.75
> 50	7	2.18

Demographic Characteristics	Frequency (<i>n</i> = 320)	Percent (%)
<i>Educational Level</i>		
No high school degree	35	10.94
High School/Vocational Diploma	94	29.38
Associate Degree	45	14.06
Undergraduate	141	44.06
Postgraduate	5	1.56
<i>Marital Status</i>		
Unmarried	194	60.63
Married	89	27.81
Divorced/widowed or separated	37	11.56
<i>Organisational Tenure</i>		
< 1 year (Minimum 6 months)	121	37.81
1 – 5	132	41.25
6 – 10	33	10.31
11 – 15	18	5.63
16 – 20	6	1.88
> 20	10	3.12
<i>Department</i>		
Front Office	117	36.56
Food and Beverage	110	34.38
Housekeeping	60	18.75
Others	33	10.31
<i>Job Title</i>		
Guest Service Agent	95	29.69
Guest Relation Agent	3	0.94
Reservation	6	1.88
Driver	1	0.30
Bell boy	12	3.75
Food and Beverage Attendant	93	29.06
Bartender	5	1.56

Demographic Characteristics	Frequency (<i>n</i> = 320)	Percent (%)
Housekeeper (Floor, maid)	58	18.13
Florist	2	0.63
Others	45	14.06
<i>Level of Customer Contact</i>		
High	235	73.44
Medium	79	24.69
Low	6	1.87
<i>Income (Thai Baht)</i>		
< 15,000	83	25.94
20,001 – 25,000	175	54.69
25,001 – 30,000	58	18.13
30,001 – 40,000	4	1.24
<i>Work Experiences in Hotel Businesses</i>		
< 1 (Minimum 6 months)	52	16.25
1 – 5	131	40.94
6 – 10	66	20.63
11 – 15	39	12.19
16 – 20	21	6.56
> 20	11	3.43
<i>Hotel Type</i>		
Independent Hotel	200	62.50
Local Chain Hotel	45	14.06
International Chain Hotel	75	23.44

4.3 Descriptive Analysis and Assessment of Normality

Besides the above general profile, the hotel frontline employees also responded to the survey items on the five focal constructs of the study, human resource practices (HRP), supervisor support (SS), coworker support (CS), organisational citizenship behaviour (OCB), and job performance (JP), by rating their opinions from 1 (strongly disagree) to 5 (strongly agree). Understanding the data characteristics is necessary for any research employing structural equation modelling (SEM) when the hypothesised model is complex to ensure the accuracy of the research results (Lomax & Schumacker, 2004). Thus, this section has utilised relevant descriptive statistics for two significant aspects;

- 1) using mean (\bar{X}) standard deviations (S.D.) to assess the level of hotel frontline employees' perception towards each variable to accomplish research question 1 ("What are the level of HRP, SS, CS, OCB, and JP of hotel frontline employees?").

- 2) screening preliminary data to assess the normal distribution against skewness (Skew.) and kurtosis (Kur.) values (the distribution scores) as part of data examination before confirmatory factor analysis (CFA) discussed in section 4.4.

Normality refers to "the degree to which the distribution of the sample data corresponds to a normal distribution" (Hair et al., 2014). Normality is a concerning issue for any studies that employ inferential statistics, including structural equation modelling (SEM). Generally, SEM has a default estimation technique of a maximum likelihood (ML) method with the assumption that individual indicators are normal distributions when input data are average, and all shared distributions of all paired variables are typically scattered (Kline, 2015). This assumption should be highly considered since nonnormality can violate the results of inferential statistics, particularly with SEM applications (Schumacker & Lomax, 2010). Numerous studies (Kline, 2015; Schumacker & Lomax, 2010) have suggested detecting the nonnormality through the measures of skewness and kurtosis values (univariate frequency distributions). When data are extremely skewed or when most scores are on one side of the measurement level (being asymmetrical), variance and covariance among random variables will be affected, while kurtosis will have an impact on the statistical measurement analysis. Thus, this study has examined the normality of all variables

against the acceptable values between +3 and -3, and +10 and -10, respectively, for skewness and kurtosis as per the guideline set by Kline (2015).

4.3.1 Descriptive Statistics for Human Resource Practices (HRP)

The measurement scales for human resource practices (HRP) of this study were recognized as high-performance work practices measured by six key dimensions; selective staffing (SLS), rewards (RW), training (T), empowerment (EM), job security (JS), and career opportunity (CO) with the total of 27 items. As depicted in Table 4.2, the overall perceived HRP of the sample was at a high level ($\bar{X} = 3.89$) indicating that the 4-star hotels in Phuket from the sample highly exercised high-performance work practices. Regarding six dimensions, the means of all dimensions were high and similar, in which training obtained the highest means (\bar{X} , 4.08, SD, 0.49) followed by selective staffing (\bar{X} , 4.04, SD, 0.58), job security (\bar{X} , 3.91, SD, 0.721), career opportunity (\bar{X} , 3.90, SD, 0.648), rewards (\bar{X} , 3.86, SD, 0.49), and empowerment (\bar{X} , 3.56, SD, 0.88), respectively. As for individual indicators, most of the means scores were high, except for EM3 with a moderate level (\bar{X} , 2.88, SD, 1.10), ranging from 3.48 (EM4, SD, 0.91) to 4.17 (TR6, SD, 0.557). When examining each measurement item for skewness and kurtosis, the results show that the values of all items fell within the suggested threshold (skewness = ± 3 , kurtosis = ± 10) (Kline, 2015) satisfying the normality assumption. Thus, the measurement scales of HRP, as shown in Table 4.2, were appropriate for further analysis.

Table 4.2 Mean, Standard Deviations, Skewness, and Kurtosis of Human Resource Practice (HRP)

Code	Variables/Indicators	\bar{X}	SD	Skew.	Kur.	Level
SS	Selective Staffing	4.04	0.58	-.462	2.116	High
SS1	Great effort if taken to select the right person	4.03	.565	-.518	2.162	High
SS2	Long-term employee potential is emphasized	4.09	.588	-.763	3.519	High
SS3	Considerable importance is placed on the staffing process	4.05	.538	-.081	0.960	High
SS4	Very extensive efforts are made in selection	3.97	.610	-.486	1.824	High
RW	Rewards	3.86	0.77	-.82	1.17	High
RW1	If I improve the level of service, I offer customers; I will be rewarded	3.86	.769	-.753	.838	High
RW2	The rewards I receive are based on customer evaluations of service	3.88	.728	-.982	2.185	High
RW3	I am rewarded for serving customers well	3.90	.792	-.817	1.050	High
RW4	I am rewarded for dealing effectively with customer problems	3.84	.779	-.789	.809	High
RW5	I am rewarded for satisfying complaining customers	3.80	.770	-.759	.968	High
TR	Training	4.08	0.49	-.624	2.143	High
TR1	I receive continued training to provide good service	4.12	.627	-.706	1.958	High

Code	Variables/Indicators	\bar{X}	SD	Skew.	Kur.	Level
TR2	I received extensive customer service training before I came into contact with customers	4.03	.628	-.788	2.177	High
TR3	I receive training on how to serve customers better	4.08	.587	-.670	2.506	High
TR4	I receive training on how to deal with complaining customers	4.06	.568	-.610	2.588	High
TR5	I receive training on dealing with customer problems	4.02	.608	-.687	2.088	High
TR6	The training and development I have received has improved my performance	4.17	.557	-.285	1.538	High
EM	Empowerment	3.56	0.88	-.75	0.869	High
EM1	I am empowered to solve customer problems	3.75	.837	-.864	.729	High
EM2	I am encouraged to handle customer problems by myself	3.88	.792	-	2.247	High
EM3	I do not have to get management's approval for handling customer problems	2.88	1.100	-.027	1.149	Moderate
EM4	I am allowed to do almost anything to solve customer problems	3.48	.910	-.733	-.982	High
EM5	I have control over how I solve customer problems	3.81	.759	-.956	2.073	High
JS	Job Security	3.91	0.721	-.583	1.189	High
JS1	Employees can expect to stay in the hotel for as long as they wish	3.99	.653	-.736	2.470	High
JS2	It is very difficult to dismiss employees in this organisation	3.85	.734	-.288	.169	High

Code	Variables/Indicators	\bar{X}	SD	Skew.	Kur.	Level
JS3	Job security is almost guaranteed to employees in this hotel	4.07	.633	-.427	.857	High
JS4	If this hotel were facing economic problems, employees in this hotel would be the last to get cut	3.71	.867	-.880	1.259	High
CO	Career Opportunity	3.90	0.648	-.507	1.096	High
CO1	Employees have clear career paths in this hotel	3.87	.670	-.418	.511	High
CO2	Employees in customer contact jobs who desire promotion have more than one potential position	3.88	.658	-.596	1.399	High
CO3	My career aspirations within this company are known by my supervisor	4.03	.615	-.508	1.379	High
Overall Perceived Level		3.89	0.698	-.624	1.431	High

Note: \bar{X} = Mean, SD = Standard deviation, Skew. = Skewness, Kur. = Kurtosis

4.3.2 Descriptive Statistics for Supervisor Support (SS)

Table 4.3 presents the results of descriptive statistical analysis for the supervisor support consisting of 9 items. Respondents were asked to rate their agreement towards different aspects of supervisor support, reflecting the perceived SS level. The overall average (\bar{X} , 4.12, SD, 0.631) of the supervisor support scales indicates that the participants tend to highly receive support from their supervisor in which SS1 (helpful in getting the job done) obtained the highest means of 4.25 (SD, 0.637), followed by SS2 (willing to extend himself/herself to help me perform my job) of 4.17 (SD, 0.624), and SS3 (takes pride in my accomplishments at work) of 4.13 (SD, 0.585). Additionally, all measurement scales demonstrated the means scores at a high-level ranging from 4.05 (SS7 (SD, 0.604), SS8 (SD, 0.704), and SS9 (SD, 0.704)) to 4.25 (SS2). Lastly, the results of skewness and kurtosis of all measurement scales of SS were within the acceptable range, confirming the normality distribution of the sample.

Table 4.3 Mean, Standard Deviations, Skewness, and Kurtosis for Supervisor Support

Code	Variables/Indicators	\bar{X}	S.D.	Skew.	Kur.	Level
My supervisor.....						
SS1	is helpful to me in getting the job done	4.25	0.637	-.704	1.885	Very High
SS2	is willing to extend himself/herself to help me perform my job	4.17	0.624	-.366	.489	High
SS3	takes pride in my accomplishments at work	4.13	0.585	-.217	.636	High
SS4	make my job as interesting as possible	4.06	0.576	-.593	3.041	High
SS5	cares about my well-being	4.12	0.657	-.797	2.685	High
SS6	cares about my opinions	4.09	0.661	-.751	2.441	High
SS7	strongly considers my goals and values	4.05	0.604	-.450	1.907	High
SS8	shows a lot of concerns for me	4.05	0.704	-.878	2.513	High
Overall Perceived Level		4.12	0.631	-0.60	1.95	High

4.3.3 Descriptive Analysis for Coworker Support (CS)

Coworker support was featured with the two key aspects, emotional support (6 items), and instrumental support (5 items), with a total of 11 measured items. The results, as depicted in Table 4.4, reveal the overall mean of 4.06 (SD, 0.67) indicating that most respondents highly perceived the support from their current coworkers. Based on the average scores, the participants tended to perceive instrument support (\bar{X} , 4.13, SD, 0.77) over emotional support (\bar{X} , 3.98, SD, 0.57). As for the emotional support aspect, the participants highly agreed that their coworkers worked hard to welcome them in the workgroup (\bar{X} , 4.09, SD, 0.526), showed concern and courtesy to them (\bar{X} , 4.04, SD, 0.591), as well as cheered them up on a bad day.

As for the instrumental support, the participants highly perceived that their coworkers helped with difficult work (\bar{X} , 4.15, SD, 0.56), work-related problems (\bar{X} , 4.13, SD, 0.535), helped them when things got demanding (\bar{X} , 4.13, SD, 0.536), assisted them with heavy workloads (\bar{X} , 4.12, SD, 0.58), and showed things that needed for their job (\bar{X} , 4.12, SD, 0.527), respectively. Finally, all measurement scales were normally distributed as the skewness, and kurtosis values were, between -0.142 to 0.815 and 1.129 to 2.866, respectively, meeting the normality assumption.

Table 4.4 Mean, Standard Deviations, Skewness, and Kurtosis for Coworker Support

Code	Variables/Indicators	\bar{X}	SD	Skew.	Kur.	Level
My coworkers.....						
ES	Emotional Support	3.98	0.57	-.462	2.233	High
ES1	compliment me when I succeed at work	3.88	0.512	-.606	1.852	High
ES2	take time to listen to my concerns	3.91	0.572	-.714	2.774	High
ES3	make an effort to make me feel welcome in the work group	4.09	0.526	-.417	2.866	High
ES4	show concern and courtesy toward me, even when things are difficult	4.04	0.591	-.377	1.243	High
ES5	take a personal interest in me	3.94	0.576	-.694	2.156	High
ES6	try to cheer me up when I'm having a bad day	4.04	0.644	-.815	2.509	High
IS	Instrumental Support	4.13	0.77	-.82	1.17	High
IS1	assist me with heavy workloads	4.12	0.580	-.304	1.129	High
IS2	go out of their way to help me with work-related problems	4.13	0.535	-.259	2.040	High
IS3	help me out when things get demanding	4.13	0.536	-.142	1.429	High
IS4	help me with difficult assignments, even when I don't directly request assistance	4.15	0.560	-.397	1.997	High
IS5	show me where things are that I need to do my job	4.12	0.527	-.393	2.847	High
Overall Perceived Level		4.06	0.67	-0.712	1.702	High

4.3.4 Descriptive Analysis of Organisational Citizenship Behaviour (OCB)

Table 4.5 presents the results of descriptive statistics for organisational citizenship behaviour (OCB), a multi-dimensional construct, featured with three aspects, organisational citizenship behaviour towards the individual (OCBI), organisational citizenship behaviour towards the organisation (OCBO), organisational citizenship behaviour towards the customer (OCBC), consisting of 22 items in total. The overall average of OCB measurement scales was 4.17 (SD, 0.546) indicating a high level of displaying OCB. The results reveal that among the three aspects, OCBO obtained the highest mean of 4.21 (SD, 0.56) indicating that the participants, hotel frontline employees, claimed to have a very high level of OCB towards their hotels, followed by OCBI (\bar{X} , 4.20, SD, 0.517), and OCBC (\bar{X} , 4.11, SD, 0.561), respectively.

For the results of OCBO aspect, the participants claim to display a very high level of OCBO by giving a notice in advance when not able to come to work (\bar{X} , 4.32, SD, 0.575), protect their hotels' properties (\bar{X} , 4.30, SD, 0.529), and say good things about their hotels to outsiders (\bar{X} , 4.25, SD, 0.525). For the measurement scales of OCBI, the participants have claimed to exhibit a high level of OCBI, ranging from \bar{X} = 4.14 (SD, 0.548) to \bar{X} = 4.23 (SD, 0.511). The top three OCBI were going out of their way to support their coworker (\bar{X} , 4.23, SD, 0.511), helping with the workload (\bar{X} , 4.22, SD, 0.521), and listening to their problems and concerns (\bar{X} , 4.21, SD, 0.472). As for OCBC, the top four behaviours that achieved a very high level were 1) having a positive attitude at work, 2) being courtesy and respectful to customers, 3) following customer service guidelines, and 4) responding to customer requests promptly. Finally, the range of skewness and kurtosis values of all items met the normality assumption for further analysis.

Table 4.5 Mean, Standard Deviations, Skewness, and Kurtosis for Organisational Citizenship Behaviour

Code	Variables/Indicators	\bar{X}	SD	Skew.	Kur.	Level
OCB-I	Organisational citizenship behaviour towards individual	4.20	0.517	.084	.652	High
I1	I help my coworkers when their workload is heavy	4.22	.521	.084	.652	Very High
I2	I help my coworkers who have been absent to finish their work	4.14	.548	-.390	2.276	High
I3	I take time to listen to my coworkers' problems and worries	4.21	.472	.586	.160	Very High
I4	I go out of my way to help new coworkers	4.23	.511	-.278	4.239	Very High
I5	I take a personal interest in my coworkers	4.19	.521	.202	.102	High
I6	I pass along notices and news to my coworkers	4.18	.530	.158	.082	High
OCB-O	Organisational citizenship behaviour towards organisation	4.21	0.56	-.053	.311	Very High
O1	I will give advanced notice if I cannot come to work	4.32	.575	-.253	-.054	Very High
O2	My attendance at work is above the required level	4.00	.679	-.299	.080	High
O3	I follow informal rules to maintain order	4.25	.560	.000	-.387	Very High
O4	I protect our hotel's property	4.30	.529	.151	-.629	Very High
O5	I say good things about our hotel when talking with outsiders	4.25	.505	.338	-.270	Very High
O6	I would like to tell outsiders that this hotel is a good place to work	4.25	.524	.206	-.288	Very High

Code	Variables/Indicators	\bar{X}	SD	Skew.	Kur.	Level
O7	I actively promote the hotel's products (i.e. rooms, food and beverage menus) and services (i.e. Spa package) of this hotel	4.19	.560	-.403	2.773	High
O8	I do not complain about unimportant things at work	4.12	.546	-.160	1.263	High
OCB-C	Organisational citizenship behaviour towards customer (Service-Oriented OCB)	4.11	0.561	.039	.245	High
C1	I always have a positive attitude at work	4.29	.508	.319	-.665	Very High
C2	I am always exceptionally courteous and respectful to customers	4.26	.528	.047	.391	Very High
C3	I follow customer service guidelines with extreme care	4.23	.531	.163	-.169	Very High
C4	I respond to customer requests and problems promptly	4.21	.478	.526	.141	Very High
C5	I perform duties with very few mistakes	3.85	.642	-.065	-.152	High
C6	I conscientiously promote products and services to customers	4.12	.527	-.135	1.627	High
C7	I contribute many ideas for customer promotions and communications	3.88	.672	-.287	.199	High
C8	I make constructive suggestions for service improvement	4.01	.608	-.258	.589	High
Overall Level		4.17	0.546	0.016	0.603	High

4.3.5 Descriptive Statistics for Job Performance (JP)

The last construct and only endogenous variable of this study is job performance measured by nine items, as presented in Table 4.6. The overall average job performance was at a high level (\bar{X} , 4.11, SD, 0.511) in which the participants claimed to perform in terms of completing their duties (\bar{X} , 4.20, SD, 0.552), fulfilling job description (\bar{X} , 4.19, SD, 0.541), obligation (\bar{X} , 4.11, SD, 0.511), essential duties, joining activities related to their performance evaluation (\bar{X} , 4.08, SD, 0.52), having product knowledge (\bar{X} , 4.02, SD, 0.551), as well as meeting expectation (tasks) (\bar{X} , 4.04, SD, 0.512), with a high level of overall quality (\bar{X} , 4.11, SD, 0.508) and quantity (\bar{X} , 4.16, SD, 0.469) of work. Finally, the skewness and kurtosis of all the measurement scales of job performance fell between the acceptable range meeting the normality assumption for further analysis.

Table 4.6 Mean, Standard Deviations, Skewness, and Kurtosis for Job Performance

Code	Variables/Indicators	\bar{X}	SD	Skew.	Kur.	Level
JP1	I adequately complete my assigned duties	4.20	0.552	-.054	.428	High
JP2	I fulfil responsibilities specified in the job description	4.19	0.541	-.012	.577	High
JP3	I perform tasks that are expected of him/her	4.04	0.512	-.080	1.433	High
JP4	I engage in activities that will directly affect his/her performance evaluation	4.08	0.520	-.169	1.842	High
JP5	I carry out aspects of the job I am obligated to perform	4.14	0.455	.334	2.272	High
JP6	I manage to perform essential duties	4.09	0.498	.037	1.598	High
JP7	I am knowledgeable about my company's services	4.02	0.551	-.330	1.607	High

Code	Variables/Indicators	\bar{X}	SD	Skew.	Kur.	Level
JP8	Overall, my work quality meets the	4.11	0.508	-.112	2.065	High
JP9	Overall work quantity	4.16	0.469	.302	1.812	High
Overall Level		4.11	0.512	-0.009	1.515	High

4.3.6 Summary Results of Descriptive Statistics of Five Constructs

Table 4.7 presents the overall results of the five focal constructs of the study. As can be seen, among the three predictors or OCB and JP, the hotel frontline employees tend to have a higher perception of supervisor support (\bar{X} , 4.12, SD, 0.631) than coworker support (\bar{X} , 4.06, SD, 0.67) and human resource practices (\bar{X} , 3.89, SD, 0.698). Additionally, the participants did not seem to overstate their organisational citizenship behaviours (\bar{X} , 4.17, SD, 0.549) and job performance (\bar{X} , 4.11, SD, 0.512). Lastly, evidence shows that the skewness and kurtosis values of all constructs met the normality assumption of SEM. Thus, all data are appropriate for confirmatory factor analysis discussed in the next section.

Table 4.7 Summary Results of the Descriptive Analysis for Five Constructs

Constructs/Variables	\bar{X}	S.D.	Skew.	Kur.	Level
1. Human Resource Practices	3.89	0.698	-.624	1.431	High
2. Supervisor Support	4.12	0.631	-.60	1.95	High
3. Coworker Support	4.06	0.67	-.712	1.702	High
4. Organisational Citizenship Behaviours	4.17	0.549	.011	.544	High
5. Job Performance	4.11	0.512	-.009	1.515	High
Overall	4.07	0.612	-.389	1.428	High

4.4 Measurement Model Assessment

This section is considered as the first procedure of SEM following the prevailing two-step modelling approach advocated by Anderson and Gerbing (1988) as discussed in Chapter 3. Confirmatory factor analysis (CFA) was an appropriate technique utilised for this study since the proposed hypothesised model was developed from the theory and past empirical studies. At this stage, a series of CFA was performed to examine each measurement model of the five focal constructs aiming to 1) test the good fit of each measurement model as well as an overall measurement model to evaluate whether the sample data fit the proposed measurement model and 2) determine the construct validity (convergent and discriminant validity (Hair et al., 2014)). AMOS v. 22 was applied for CFA application.

Initially, each construct was evaluated for the measurement model fit against the acceptable thresholds of the four indices; chi-square/df (X^2/Df) ≤ 3.00 , comparative fit index (CFI) ≥ 0.90 , root mean square error of approximation (RMSEA) < 0.07 , standardized root mean square residual (RMR) < 0.08 , tucker-lewis index (TLI) ≥ 0.90 (Hair et al., 2014; Schumacker & Lomax, 2010). If any measurement model did not fit the data well, a model modification would be considered by eliminating the indicators with factor loadings below 0.5 (Hair et al., 2010) or with high correlation measurement errors through the review of modification indices (MI) to improve or achieve the model fit.

Reliability and convergent validity were substantially examined. Cronbach's alpha of greater than 0.70 was used to describe the acceptable internal consistency of each latent variable. Convergent validity is one of the methods used to assess the construct validity and refers to "the degree to which two measures of the same concept are correlated" (Schumacker & Lomax, 2010). Composite reliability (CR) and average variance extracted (AVE) were used to assess the convergent validity with the suggested cut-off values of 0.7 and 0.5 or above (Hair et al., 2014), respectively. After all the measurement models achieved the model fit, reliability, and convergent validity, all latent variables along with their final measurement scales were loaded to test the correlation among the five constructs of the study as well as for discriminant validity

test before progressing to the second step of SEM analysis, structural modeling, and the research hypotheses testing.

In the current study, second-order CFA was applied to examine the three constructs, human resource practices (HRP), coworker support (CS), and organisational citizenship behaviours (OCB), which were conceptually and empirically specified as a higher-order factor. The other exogenous variable, supervisor support, and endogenous variable, job performance, were examined through first-order CFA application. Thus, the results of CFA applications were presented throughout this section.

4.4.1 Measurement Model of Human Resource Practices (HRP)

4.4.1.1 Assessment of Measurement Model Fit for HRP

Second-order CFA was conducted to evaluate HRP, a higher-order factor, consisting of 6 first-order factors, selective staffing (SLS), rewards (RW), training (T), empowerment (EM), job security (JS), and career opportunity (CO). The initial measurement model of HRP with a total of 27 indicators (see Table 4.2 for the full details) was preliminarily evaluated and produced the following results: CFI = 0.90, RMSEA = 0.069, RMR = 0.029, and TLI = 0.89. Most of the goodness of fit indices achieved the minimum level, except for TLI value. Thus, to improve a model fit, six items (SLS2, T3, T5, EM3, EM4, and JS4) were removed from the HRP measurement scale for further analysis due to the low standardised factor loadings (< 0.50) and high correlation measurement error. Consequently, the re-specified measurement model of HRP with the 21 remaining indicators was rerun as illustrated in Figure 4.1 resulting in a good model fit; $X^2/Df = 2.01$, CFI = 0.95, RMSEA = 0.06, RMR = 0.02, and TLI = 0.94, as shown in Table 4.8.

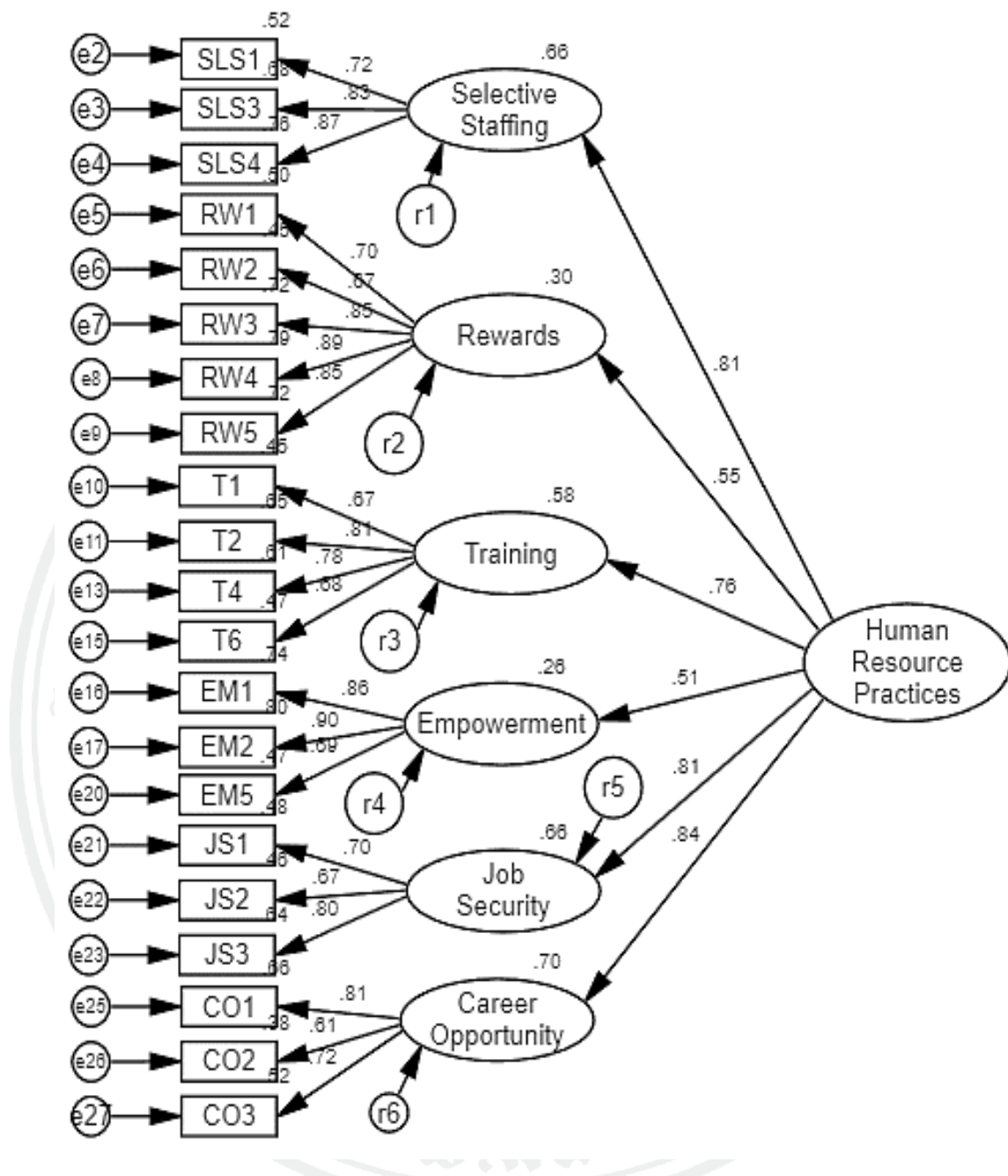


Figure 4.1 Modified Measurement Model of Human Resource Practices Construct

Note: SLS = Selective Staffing, RW = Rewards, T = Training, EM = Empowerment,

JS = Job security, CO = Career opportunity, e = error, r = residual

Table 4.8 Goodness-of-Fit Indices Results of HRP Model

	χ^2	Df	p-value	χ^2/Df	CFI	RMSEA	RMR	TLI
Criteria	-	-	-	≤ 3.00	≥ 0.90	≤ 0.07	≤ 0.08	≥ 0.90
Initial model	804.47	318	0.000	2.53	0.90	0.07	0.03	0.89
Final model	367.50	183	0.000	2.01	0.95	0.06	0.02	0.94

4.4.1.2 Assessment of Reliability and Convergent Validity for HRP

Table 4.9 presents the standardised factor loading (β) and t-value (t) of all 21 indicators loaded on their corresponding latent variables as well as the results of construct reliability of the modified HRP measurement model. The magnitudes of the β weight of 21 indicators ranged between 0.61 to 0.90 exceeding the suggested level (> 0.50). Out of 21 indicators, 14 indicators were above 0.70. In terms of the first-order latent variables loaded on HRP construct, career opportunity obtained the highest loading ($\beta = 0.85$) indicating that career opportunity was the most vital indicator of HRP construct followed by job security ($\beta = 0.81$), selective staffing ($\beta = 0.81$), training ($\beta = 0.76$), rewards ($\beta = 0.55$), and empowerment ($\beta = 0.51$), and all were statistically significant ($p > 0.001$).

The overall Cronbach's alpha coefficient of the modified HRP scales was 0.91 in which the alpha by each first-order construct ranged from 0.757 (career opportunity) to 0.895 (rewards) exceeding the suggested level (> 0.70). The composite reliability or construct reliability (CR) by each first-order construct were from 0.76 (career opportunity) to 0.90 (rewards) with the overall CR of 0.88 for HRP construct exceeding a cut-off value of 0.70. Further, the average variance extracted (AVE) of all first-order latent variables (SLS = 0.65, RW = 0.64, T = 0.55, EM = 0.67, JS = 0.53, CO = 0.52) and second order HRP construct (0.55) were greater than the acceptable thresholds of 0.50.

The above findings of model fit indices, significant factor loadings, reliability coefficient, AVEs, and CR, confirmed the convergent validity for the HRP scales (Anderson & Gerbing, 1988; Schumacker & Lomax, 2010). Thus, the 21 measurement items loaded on their respective latent factors (3 items on SLS, 5 items on RW, 4 items on T, 3 items on EM, 3 items on JS, and 3 items on CO) for the final HRP model were reliable and adequate for further analysis.

Table 4.9 Results of Second-Order CFA for Modified HRP Model

Construct/ Indicators		Standardized Factor Loading (β)	<i>t</i> -value	CR	AVE
Human Resources Practices (HRP) ($\alpha = 0.91$)				0.88	0.55
<i>Selective Staffing (SLS) ($\alpha = 0.846$)</i>		0.81	8.131	0.85	0.65
SLS1	Select the right person	0.72	14.185		
SLS3	Staffing process	0.83	16.727		
SLS4	Extensive efforts in selection	0.87	-		
<i>Rewards, I am awarded.... ($\alpha = 0.895$)</i>		0.55	14.706	0.90	0.64
RW1	if I improve the level of service	0.70	14.172		
RW2	based on customer evaluations of service	0.67	13.351		
RW3	for serving customers well	0.85	18.792		
RW4	for dealing effectively with customer problems	0.89	19.993		
RW5	for satisfying complaining customers	0.85	-		
<i>Training ($\alpha = 0.824$)</i>		0.76	7.602	0.83	0.55
T1	Continued training	0.67	11.687		
T2	Extensive customer service training	0.81	14.009		
T4	Deal with complaining customers	0.78	-		
T6	T&D that improve my performance	0.69	11.898		
<i>Empowerment ($\alpha = 0.852$)</i>		0.51	6.012	0.85	0.67
EM1	empowered to solve customer problems.	0.86	13.363		
EM2	encouraged to handle customer problems by myself	0.90	13.454		
EM5	have control over how I solve customer problems.	0.67	-		
<i>Job Security ($\alpha = 0.762$)</i>		0.81	7.807	0.77	0.53
JS1	Employees can expect to stay in the hotel for as long as they wish	0.70	11.456		
JS2	It is very difficult to dismiss employees in this organisation.	0.68	11.141		
JS3	Job security is almost guaranteed to employees in this hotel	0.80	-		
<i>Career Opportunity ($\alpha = 0.757$)</i>		0.84	7.971	0.76	0.52
CO1	Clear career paths in this hotel	0.82	-		
CO2	Promotion	0.61	10.350		
CO3	Career aspirations are known by supervisor	0.72	12.165		

Note: all items are significant at $p > 0.001$, the path of RW, SLS4, RW5, T4, EM5, JS3, and CO1 were fixed to 1 (not estimated). CR = construct reliability or composite reliability, AVE = average variance extracted.

4.4.2 First-Order CFA for Supervisor Support (SS)

4.4.2.1 Assessment of Measurement Model Fit for SS

First-order CFA was performed to evaluate supervisor support construct (SS). The fit indices revealed that the initial estimation of CFA for perceived SS with eight observed variables did not provide an appropriate fit to the sample data (CFI = 0.920, RMSEA = 0.157, RMR = 0.021, and TLI = 0.888). The results showed that only CFI and RMR met the indices criterion, whereas RMSEA and TLI values were below the acceptable level (see Table 4.10). Therefore, modification indices (MI) were reviewed for model re-specification. The MI reported four sets of paired indicators with relatively high correlation measurement errors as follows; SS1 and SS2 (MI = 93.37), SS1 and SS3 (MI = 24.56), SS2 and SS6 (MI = 23.26), and SS1 and SS6 (MI = 17.31) (see Table 4.2 for the full statement of SS scales). Based on the MI results and factor loadings, SS1, SS2, and SS3 were discarded. Accordingly, the modified model of perceived SS with the five remaining items (from 8 items) yielded the perfect fit to the sample data as shown in Table 4.10 and Figure 4.2 (CFI = 1.00, RMSEA = 0.005, RMR = 0.004, and TLI = 1.00).

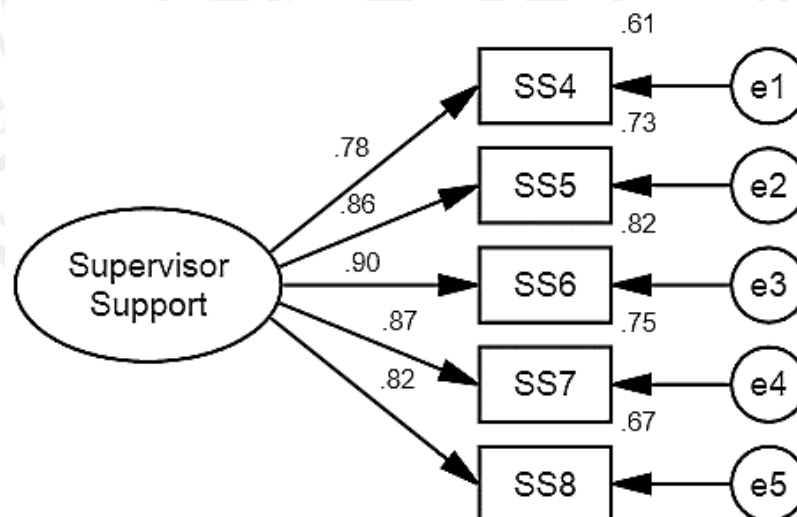


Figure 4.2 Modified Measurement Model of Supervisor Support Construct

Table 4.10 Goodness-of-Fit Indices Results of SS Model

	X²	Df	p-value	X²/Df	CFI	RMSEA	RMR	TLI
Criteria	-	-	-	≤ 3.00	≥ 0.90	≤ 0.07	≤ 0.08	≥ 0.90
Initial model	177.6	20	0.000	8.884	0.92	0.157	0.021	0.888
Final model	5.036	5	0.411	1.007	1.00	0.005	0.004	1.00

4.4.2.2 Assessment of Reliability and Convergent Validity for SS Scales

As presented in Table 4.11, all the standardized factor loadings (β) across the modified SS scales (five items) were significant ($p\text{-value} > 0.001$) ranging from 0.78 (SS4) to 0.90 (SS6) which surpassed the recommended weight ($\beta > 0.50$). Among the five indicators, SS6 (“My supervisor cares about my opinions) obtained the highest loading representing the most important indicator of the SS construct. The reliability coefficient (Cronbach’s alpha) was 0.925 exceeding the cut-off value ($\alpha > 0.70$), which indicates a high level of internal consistency. The estimation of CR and AVE, 0.93 and 0.72, respectively, supported the convergent validity of the SS construct. Hence, all five indicators with the best model fit sufficiently and reliably represent the SS construct for further analysis.

Table 4.11 Results for First-Order CFA Analysis for Supervisor Support Construct

Construct/ Indicators	Standardised Factor Loading (β)	<i>t</i> -value	CR	AVE
Supervisor Support (SS) ($\alpha=0.925$)			0.93	0.72
SS4 make my job as interesting as possible	0.78	-		
SS5 cares about my well-being	0.86	17.043		
SS6 cares about my opinions	0.90	18.266		
SS7 strongly considers my goals and values	0.87	17.302		
SS8 shows a lot of concerns for me.	0.82	16.097		

Note: all items are significant at $p > 0.001$, the path of SS4 was fixed to 1 (not estimated). α = Cronbach's alpha coefficient, CR = construct reliability or composite reliability, AVE = average variance extracted.

4.4.3 Second-Order CFA for Coworker Support (CS)

4.4.3.1 Assessment of Measurement Model Fit for CS Construct

Second-order CFA was utilised to test the goodness of fit for CS model which comprised of two first-order factors, emotional support (ES) and instrumental support (IS), measured by 6 and 5 observed variables (see Table 4.4), respectively. Most fit indices of the proposed model of CS showed an acceptable fit to the data (CFI = 0.929, RMR = 0.014, and TLI = 0.909), except for RMSEA index (0.107) which was higher than the acceptable level (≤ 0.07). To achieve a better fit model, modification indices (MI) were examined. Based on the MI results and the β weight, ES1, IS4, and IS5 were removed due to lower factor loadings (> 0.50) and high correlated errors. Additionally, the measurement errors of ES3 and ES5 (MI = 10.26) were finally correlated to improve the model fit. Then, the remaining of 7 indicators were loaded on their respective factors (4 on ES, and 3 on IS) and rerun for the second estimation. Hence, the fit indices of the modified model of CS constructs (see Table 4.12 and Figure 4.3) demonstrated the excellent fit level as follows; CFI = 1.00, RMSEA = 0.00, RMR = 0.006. and TLI = 1.00.

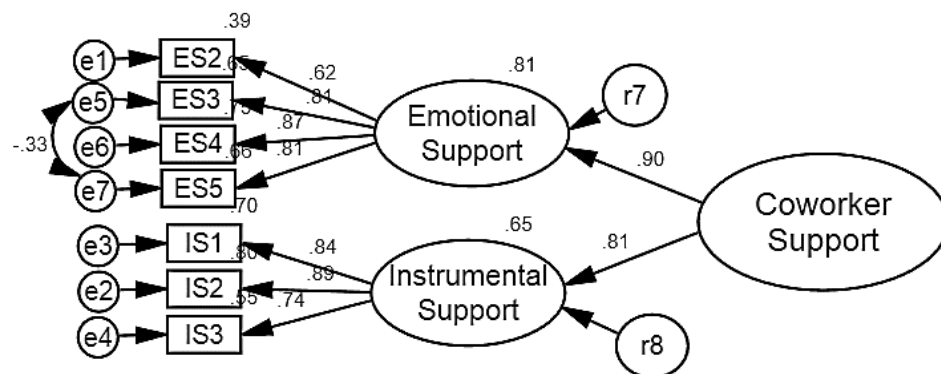


Figure 4.3 Modified Measurement Model of Coworker Support Construct

Table 4.12 Goodness-of-Fit Indices Results of CS Model

	χ^2	Df	p-value	χ^2/Df	CFI	RMSEA	RMR	TLI
Criteria	-	-	-	≤ 3.00	≥ 0.90	≤ 0.07	≤ 0.08	≥ 0.90
Initial model	200.416	43	0.00	4.661	0.929	0.107	0.014	0.909
Final model	11.824	12	0.46	0.985	1.00	0.00	0.006	1.00

4.4.3.2 Assessment of Reliability and Convergent Validity for CS Scales

As presented in Table 4.13, all the standardised factor loadings (β) across the modified CS scales were significant at the 0.001 level. The magnitudes of the factor loadings of 7 observed variables and two first-order factors were from 0.63 (ES2) to 0.89 (IS2), and 0.81 (ES) to 0.90 (IS), respectively exceeding the suggested value of 0.50. Among the seven indicators, IS2 (“My coworkers go out of their way to help me with work-related problems”) achieved the highest loading representing the most vital indicator of the CS construct, whereas the emotional support factor obtained a more top-loading than the instrumental support factor. The results as shown in Table 4.13 illustrated that the convergent validity of the CS construct was confirmed with the overall CR and AVE of 0.85 and 0.73, respectively, surpassing the required level. Consequently, the findings firmly established the adequacy and reliability of the seven

measurement items loaded on IS and ES first-order factors incorporated in the CS construct for SEM analysis.

Table 4.13 Results for Second-Order Coworker Support Model

Construct/ Indicators		Standardised Factor Loading	<i>t</i> -value	CR	AVE
Coworker Support ($\alpha = 0.888$)				0.85	0.73
<i>Emotional Support (ES) ($\alpha = 0.849$)</i>		<i>0.90</i>	-	<i>0.86</i>	<i>0.62</i>
ES2	take time to listen to my concerns	0.63	-		
ES3	make me feel welcome in the workgroup	0.81	11.285		
ES4	show concern and courtesy toward me, even when things are difficult	0.87	12.195		
ES5	take a personal interest in me	0.81	11.342		
<i>Instrumental Support (IS) ($\alpha = 0.863$)</i>		<i>0.81</i>	-	<i>0.87</i>	<i>0.69</i>
IS1	assist me with heavy workloads	0.84	-		
IS2	go out of their way to help me with work-related problems	0.89	15.287		
IS3	My coworkers help me out when things get demanding	0.74	14.667		

Note: all items are significant at $p > 0.001$, the path of SS4 was fixed to 1 (not estimated). α = Cronbach's alpha coefficient, CR = construct reliability or composite reliability, AVE = average variance extracted.

4.4.4 Second-Order CFA for Organisational Citizenship Behaviour

4.4.4.1 Assessment of Measurement Model Fit for OCB Construct

Organisational citizenship behaviour (OCB) of this study was specified as a higher-order factor including three first-order factors; 1) organisational citizenship behaviour towards the individual (OCBI), 2) organisational citizenship behaviour towards the organisation, and 3) organisational citizenship behaviour towards the customer (OCBC) also known as service-oriented citizenship behaviour (SO-OCB) with a total of 22 observed indicators loaded on their respective latent variables. Second-order CFA was carried out to evaluate the OCB construct. The results illustrated that the proposed OCB model demonstrated a poor fit to the data with CFI = 0.809, RMSEA = 0.115, RMR = 0.026, and TLI = 0.0786. After reviewing the

modification indices (MI) results and factor loadings, I1, I6, O1, O2, O5, O8, C1, C5, C6, C7, and C8, (see Table 4.5 for the full statement of OCB's indicators) were eliminated from the original model due to high error-correlated measurement (e.g. C8 and C9 (MI = 127.359), O5 and O1 (MI = 80.288)) and low factor loadings (e.g. C5 (β , 0.41), C7 (β , 0.46)). Additionally, I1 was found to have correlation measurement errors with several indicators and was also removed. Consequently, the OCB second-order factor that incorporate the remaining indicators (11 out of 22) with three first-order factors were rerun and obtained a satisfied goodness-of-fit indices as follows; CFI = 0.983, RMSEA = 0.053, RMR = 0.008, and TLI = 0.977 (see Figure 4.4 and Table 4.14).

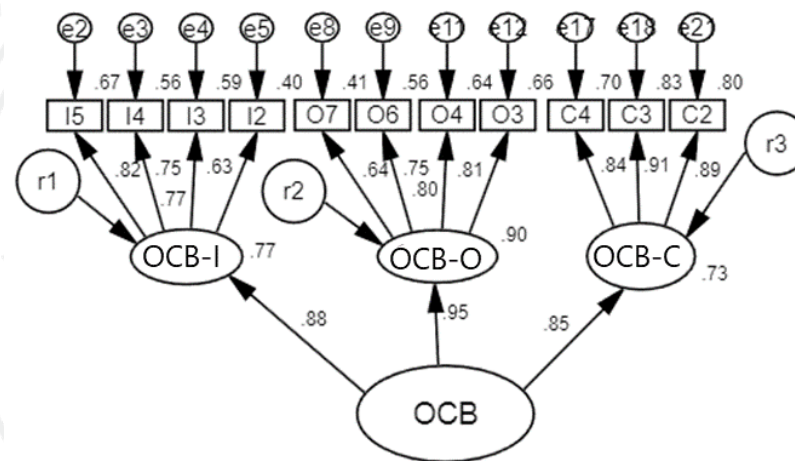


Figure 4.4 Measurement Model of Organisational Citizenship Behaviour (OCB)

Table 4.14 Goodness-of-Fit Indices Results of OCB Model

Fit Indices	X ²	Df	p-value	X ² /Df	CFI	RMSEA	RMR	TLI
Criteria	-	-	-	≤ 3.00	≥ 0.90	≤ 0.07	≤ 0.08	≥ 0.90
Initial model	1078.40	206	0.000	5.24	0.809	0.115	0.026	0.786
Final model	78.407	41	0.000	1.91	0.983	0.053	0.008	0.977

4.4.4.2 Assessment of Reliability and Convergent Validity for OCB

Regarding the reliability of the modified scales of OCB construct, Cronbach's alpha ranged from 0.83 to 0.91 with the overall value of 0.923 exceeding the suggested level of 0.7. As presented in Table 4.12, the standardized factor loading of 11 indicators and 3 variables are statistically significant (t -value > 1.96) at 0.001 level and substantial, all higher than 0.50. Among the three first-order factors, OCBO had the highest loadings (0.95) followed by OCBI (0.89), and OCBC (0.85). Also, the CR scores (OCB = 0.93; OCBI = 0.83; OCBO = 0.84; OCBC = 0.91) and AVE (OCB = 0.81; OCBI = 0.56; OCBO = 0.57; OCBC = 0.78) were above the recommended thresholds of 0.70 and 0.50, respectively. These findings established the existence of the convergent validity with a good model fit specifying that the measurement scales were reliable and valid representing the OCB construct well for further analysis.

Table 4.15 Results for Second-Order Organisational Citizenship Behaviour Model

Construct/ Indicators		Standardised Factor Loading	t -value	CR	AVE
Organisational Citizenship Behaviour ($\alpha = 0.923$)				0.93	0.81
<i>OCBI ($\alpha = 0.827$)</i>		0.89	-	0.83	0.56
I2	I help my coworkers who have been absent to finish their work	0.63	-		
I3	I take time to listen to my coworkers' problems and worries	0.77	11.030		
I4	I go out of my way to help new coworkers	0.75	10.797		
I5	I take a personal interest in my coworkers	0.82	11.464		
<i>OCBO ($\alpha = 0.834$)</i>		0.95	9.924	0.84	0.57
O3	I follow informal rules to maintain order.	0.82	-		
O4	I protect our hotel's property	0.80	15.676		
O6	I would like to tell outsiders that this hotel is a good place to work	0.75	14.343		
O7	I actively promote the hotel's products (i.e. rooms, food and beverage menus) and services (i.e. Spa package) of this hotel.	0.64	11.848		
<i>OCBC ($\alpha = 0.912$)</i>		0.85	10.110	0.91	0.78
C2	I am always exceptionally courteous and respectful to customers	0.89	-		
C3	I follow customer service guidelines with extreme care	0.91	23.838		
C4	I respond to customer requests and problems in a timely manner	0.84	20.375		

4.4.5 First-Order CFA for Job Performance

4.4.5.1 Assessment of Measurement Model Fit for JP Construct

The 9 observed indicators measured the JP construct were examined through the first-order CFA. The goodness-of-fit of the proposed measurement model indicated an unacceptable fit to the data (CFI = 0.895, RMSEA = 0.159, RMR = 0.015, TLI = 0.86). The model re-specification was then conducted through the examination of the modification indices (MI) and standardised factor loadings. Thus, JP2, JP3, JP5, JP6, and JP9, were discarded due to high error-correlated variance. The modified model of JP scale was re-estimated with 4 observed variables (from 9 indicators) yielding the best fit to the sample data as follows; CFI = 1.00, RMSEA = 0.00, RMR = 0.002, TLI = 1.009 (see Figure 4.5 and Table 4.16).

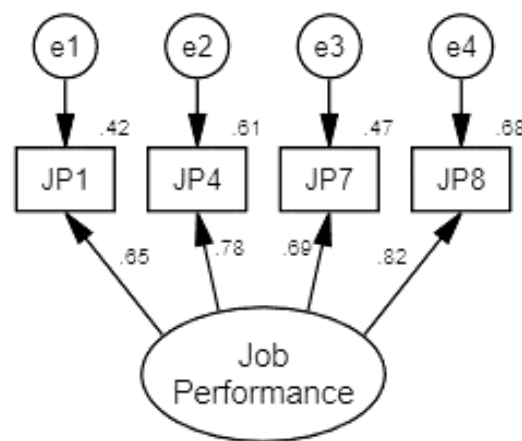


Figure 4.5 Measurement model of Job Performance (JP)

Table 4.16 Goodness-of-Fit Indices Results of JP Model

	X^2	Df	p-value	X^2/Df	CFI	RMSEA	RMR	TLI
Criteria	-	-	-	≤ 3.00	≥ 0.90	≤ 0.07	≤ 0.08	≥ 0.90
Initial model	244.894	27	0.000	9.07	0.895	0.159	0.015	0.86
Final model	0.676	2	0.713	0.338	1.00	0.00	0.002	1.009

4.4.5.2 Assessment of reliability and convergent validity for JP

As summarised in Table 4.17, standardised factor loading for JP1, JP4, JP7, and JP8 was 0.65, 0.78, 0.68, and 0.82, respectively, and all were significant. All four measured indicators' loadings were higher than the recommended value of 0.50. The Cronbach's alpha coefficient of the modified measurement scale was 0.83 exceeding the suggested thresholds (>0.70). Additionally, the convergent validity of the JP scales was confirmed as the composite reliability, and average extracted variance of the modified JP scaled was 0.83 and 0.54, respectively. Overall, the results denoted that the four indicators were reliable and adequate, measuring the JP scale for further analysis.

Table 4.17 Results for First-Order Job Performance Model

	Construct/ Indicators	Standardized Factor Loading	<i>t</i>-value	CR	AVE
	Job performance ($\alpha = 0.821$)			0.83	0.54
JP1	I adequately complete assigned duties	0.65	-		
JP4	I engage in activities that will directly affect my performance evaluation	0.78	10.946		
JP7	I am knowledgeable about my hotel's service	0.69	9.991		
JP8	Overall, my work quality meets the hotel standard	0.82	11.173		

Note: all items are significant at $p > 0.001$, the path of JP1 was fixed to 1 (not estimated). α = Cronbach's alpha coefficient, CR = construct reliability or composite reliability, AVE = average variance extracted

4.4.6 Overall Measurement Model

4.4.6.1 Assessment for Goodness-of-Fit of the Overall Measurement Model

The measurement model for SEM analysis included the five focal constructs of the study, human resource practices (HRP), supervisor support (SS), coworker support (CS), organisational citizenship behaviour (OCB), and job performance (JP). After the measurement model of each research construct achieved the acceptable goodness-of-fit, the remaining 48 indicators along with 11 first-order factors were loaded on their respective constructs and performed by CFA to estimate the fit indices for the overall measurement model as illustrated in Figure 4.6. The result demonstrated that the full measurement model fit was satisfactory with $X^2/Df = 1.773$, CFI = 0.916, RMSEA = 0.049, RMR = 0.021, and TLI = 0.910. All fit indices, as presented in Table 4.18, surpassed the recommended values (Hair et al., 2014; Schumacker & Lomax, 2010). Hence, the modification was unnecessary at this stage.

Table 4.18 Goodness-of-Fit Indices Result for the Final Measurement Model

	X²	Df	p-value	X²/Df	CFI	RMSEA	RMR	TLI
Criteria	-	-	-	≤ 3.00	≥ 0.90	≤ 0.07	≤ 0.08	≥ 0.90
Final Model	1875.75	1058	0.000	1.773	0.916	0.049	0.021	0.91

4.4.4.2 Assessment of reliability and convergent validity of the Measurement Model

As summarized in Table 4.19, standardized factor loading for all variables was higher than the recommended value of 0.50 (Hair, 2010). The Cronbach's alpha coefficient of all measurement scales was between 0.821 – 0.925 exceeding suggested thresholds (>0.70). The convergent validity of all measurement scales was confirmed, as the composite reliability (CR) and average extracted variance (AVE) of all measurement scales were higher than the suggested value of 0.70 and 0.50, respectively (Fornell & Larcker, 1981; Hair et al., 2014).

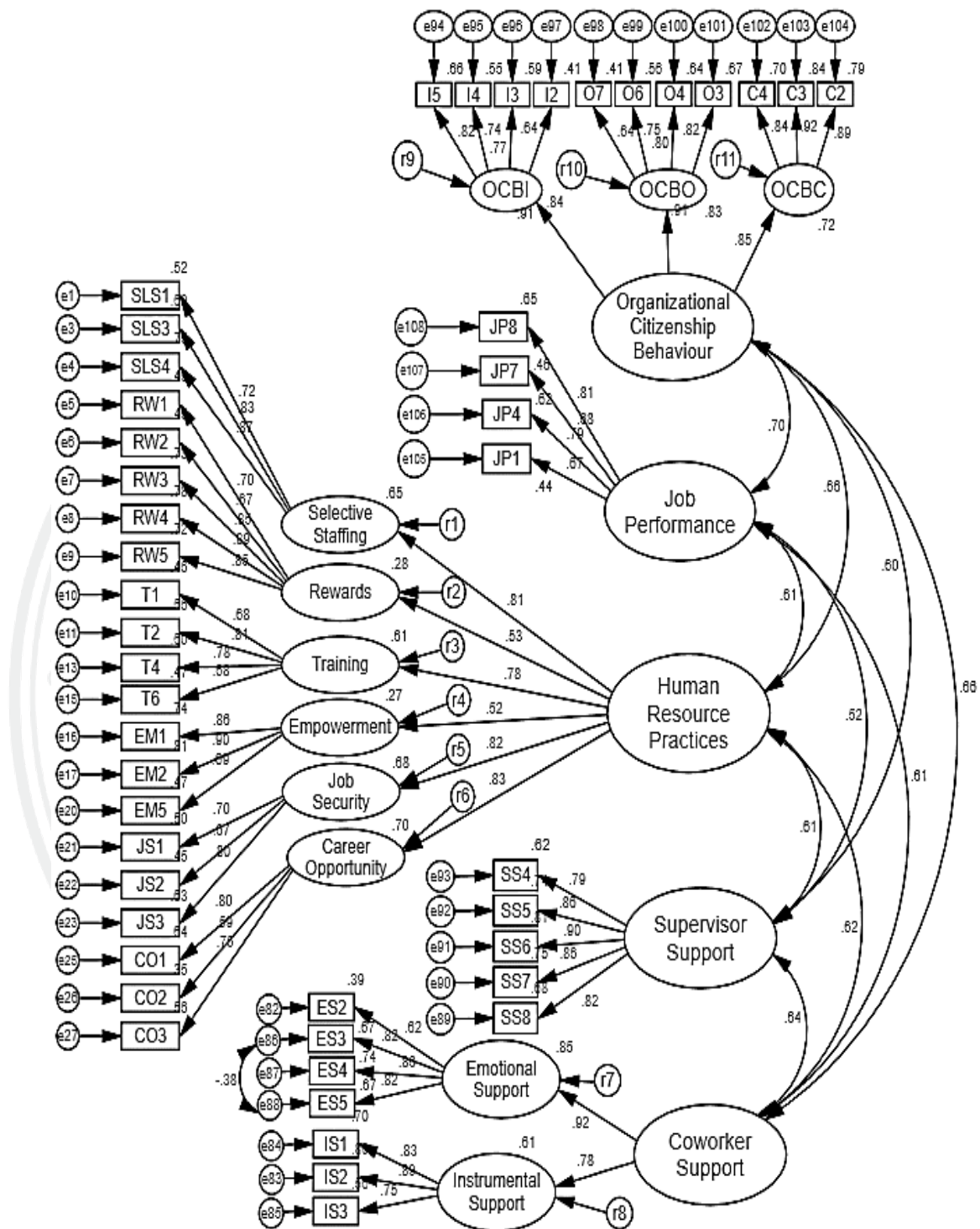


Figure 4.6 Overall measurement model for research constructs

Table 4.19 Results of Reliability and Convergent Validity of Measurement Model

Construct/ Indicators		Standardised Factor Loading (β)	t-value	CR	AVE
Human Resources Practices (HRP) ($\alpha = 0.91$)				0.87	0.53
<i>Selective Staffing (SLS) ($\alpha = 0.846$)</i>		0.81	8.038	0.85	0.65
SLS1	Great effort is taken to select the right person	0.72	14.129		
SLS3	Considerable importance is placed on the staffing process	0.83	16.876		
SLS4	Very extensive efforts are made in selection	0.87	-		
<i>Rewards, I am awarded.... ($\alpha = 0.895$)</i>		0.53	-	0.90	0.64
RW1	If I improve the level of service, I offer customers, I will be rewarded	0.70	14.165		
RW2	The rewards I receive are based on customer evaluations of service	0.67	13.347		
RW3	I am rewarded for serving customers well	0.85	18.880		
RW4	I am rewarded for dealing effectively with customer problems	0.89	19.955		
RW5	I am rewarded for satisfying complaining customers	0.85	-		
<i>Training ($\alpha = 0.824$)</i>		0.78	7.605	0.83	0.55
T1	I receive continued training to provide good service	0.68	11.731		
T2	I received extensive customer service training before I came into contact with customers	0.81	14.066		
T4	I receive training on how to deal with complaining customers	0.78	-		
T6	The training and development I have received has improved my performance	0.69	11.885		
<i>Empowerment ($\alpha = 0.852$)</i>		0.52	6.078	0.86	0.67
EM1	I am empowered to solve customer problems	0.86	13.386		
EM2	I am encouraged to handle customer problems by myself	0.90	13.500		
EM5	I have control over how I solve customer problems	0.69	-		
<i>Job Security ($\alpha = 0.762$)</i>		0.82	7.789	0.77	0.53
JS1	Employees can expect to stay in the hotel for as long as they wish	0.70	11.691		
JS2	It is very difficult to dismiss employees in this organisation.	0.67	11.153		
JS3	Job security is almost guaranteed to employees in this hotel	0.80	-		
<i>Career Opportunity ($\alpha = 0.757$)</i>		0.84	7.858	0.76	0.52
CO1	Employees have clear career paths in this hotel	0.80	-		
CO2	Employees in customer contact jobs who desire promotion have more than one potential	0.60	9.994		

	Construct/ Indicators	Standardised Factor Loading (β)	t-value	CR	AVE
CO3	Career aspirations are known by supervisor	0.75	12.481		
	Supervisor Support (SS) ($\alpha = 0.925$)			0.93	0.72
	My supervisor.....				
SS4	makes my job as interesting as possible	0.79	-		
SS5	cares about my well-being	0.86	17.368		
SS6	cares about my opinions	0.90	18.455		
SS7	strongly considers my goals and values	0.86	17.539		
SS8	shows a lot of concerns for me.	0.82	16.402		
	Coworker Support ($\alpha = 0.888$)			0.84	0.73
	<i>Emotional Support (ES) ($\alpha = 0.849$)</i>	0.92	-	0.86	0.62
	My coworkers.....				
ES2	take time to listen to my concerns	0.63	11.513		
ES3	make me feel welcome in the workgroup	0.82	-		
ES4	show concern and courtesy toward me, even when things are difficult	0.86	16.684		
ES5	take a personal interest in me	0.82	13.980		
	<i>Instrumental Support (IS) ($\alpha = 0.863$)</i>	0.78	-	0.87	0.68
	My coworkers.....				
IS1	assist me with heavy workloads	0.83	-		
IS2	go out of their way to help me with work-related problems	0.89	17.973		
IS3	help me out when things get demanding	0.75	14.789		
	Organisational Citizenship Behaviour ($\alpha = 0.923$)			0.92	0.80
	<i>OCBI ($\alpha = 0.827$)</i>	0.92	-	0.83	0.55
I2	I help my coworkers who have been absent to finish their work	0.64	-		
I3	I take time to listen to my coworkers' problems and worries	0.77	11.342		
I4	I go out of my way to help new coworkers	0.74	10.041		
I5	I take a personal interest in my coworkers	0.82	11.855		
	<i>OCBO ($\alpha = 0.834$)</i>	0.91	10.477	0.84	0.57
O3	I follow informal rules to maintain order.	0.82	-		
O4	I protect our hotel's property	0.80	15.658		
O6	I would like to tell outsiders that this hotel is a good place to work	0.75	14.358		
O7	I actively promote the hotel's products (i.e. rooms, food and beverage menus) and services (i.e. Spa package) of this hotel.	0.64	11.832		
	<i>OCBC ($\alpha = 0.912$)</i>	0.85	10.664	0.91	0.78
C2	I am always exceptionally courteous and respectful to customers	0.89	-		
C3	I follow customer service guidelines with extreme care	0.92	23.864		
C4	I respond to customer requests and problems in a timely manner	0.84	20.220		
	Job Performance ($\alpha = 0.821$)			0.83	0.54

	Construct/ Indicators	Standardised Factor Loading (β)	t-value	CR	AVE
JP1	I adequately complete assigned duties	0.67	-		
JP4	I engage in activities that will directly affect my performance evaluation	0.79	11.668		
JP7	I am knowledgeable about my hotel's service	0.68	10.426		
JP8	Overall, my work quality meets the hotel standard	0.81	11.899		

Note: all items are significant at $p > 0.001$, the path of JP1 was fixed to 1 (not estimated). α = Cronbach's alpha coefficient, CR = construct reliability or composite reliability, AVE = average variance extracted

4.4.6.2 Discriminant Validity and Correlation Matrix Among Five Constructs

Discriminant validity refers to “the degree to which two conceptually similar concepts are distinct” (Hair et al., 2014). Specifically, the five constructs of the study should not be highly intercorrelated, correlation coefficient below 0.90, to confirm that each construct explains its indicators instead of other constructs in the model (Kline, 2015). This study utilised the criterion set by Fornell and Larcker (1981) to test the discriminant validity of the five constructs. The relationship of each pair or the estimated correlation coefficients of latent constructs was compared with the square root of AVE (average variance extracted) of latent constructs. Hence, the estimated correlations among the five constructs should be lower than the square root of AVE to establish the discriminant validity (Hair Jr, Hult, Ringle, & Sarstedt, 2016).

Table 4.20 Discriminant Validity and Correlation Matrix among the Research
Constructs

Constructs	Mean	SD	HRP	SS	CS	OCB	JP
HRP	3.94	0.410	0.742				
SS	4.07	0.563	0.612	0.849			
CS	4.05	0.433	0.618	0.639	0.854		
OCB	4.22	0.395	0.659	0.597	0.665	0.900	
JP	4.10	0.430	0.612	0.521	0.611	0.699	0.735

As reported in Figure 4.6 and Table 4.20, the relationship between five constructs existed with the positive correlation coefficients from 0.521 (SS and JP) to 0.699 (OCB and JP) indicating moderate to strong relationship among the constructs. The square roots of AVE (as presented as the diagonal figures in bold in Table 4.19) of human resource practices (0.742), supervisor support (0.849), coworker support (0.854), organisational citizenship behaviour (0.900), and job performance (0.735) were greater than the estimated correlation coefficients (off-diagonal figures) among the constructs. Overall, the discriminant validity for this measurement model and the five constructs was supported.

4.5 Structural Model

According to the first stage of the two-stage modelling process (Anderson & Gerbing, 1988) which involved a series of CFA, the final measurement model (revised model) fitted the sample data well as well as demonstrated that the measurement scales were a well-constructed, reliable and valid for structural equation modelling (SEM) analysis. In the second stage, SEM was conducted with the maximum likelihood method to test the research hypotheses through AMOS v. 22. The results of goodness-of-fit were presented in this section followed by the results of hypotheses testing of the structural model in the next section.

4.5.1 Assessment for Goodness-of-Fit of the Structural Model

The structural model comprising of 1) human resource practices (six first-order constructs, selective staffing (three indicators), rewards (five indicators), training (four indicators), empowerment (three indicators), job security (three indicators), career opportunity (three indicators)), 2) supervisor support (five indicators), 3) coworker support (two first-order constructs, emotional (four indicators) and instrumental support (three indicators)), 4) organisational citizenship behaviour (three first-order constructs, organisational citizenship behaviour towards individual (four indicators), organisational citizenship behaviour towards organisation (four indicators), and organisational citizenship behaviour towards customer (three indicators)), and 5) job performance (four indicators) was created. In this study, human resource practices, supervisor support, and coworker support were recognized as exogenous variables, organisational citizenship behaviour as a mediator (exogenous and endogenous variable), and job performance as an endogenous variable. The path among these five constructs was established as presented in Figure 4.7 for this structural equation model which is regarded as the hypotheses model of this study. The hypotheses model yielded a good fit to the data with $X^2/Df = 1.773$, CFI = 0.916, RMSEA = 0.049, RMR = 0.021, and TLI = 0.910. All fit indices were within the acceptable range (Hair et al., 2014; Schumacker & Lomax, 2010).

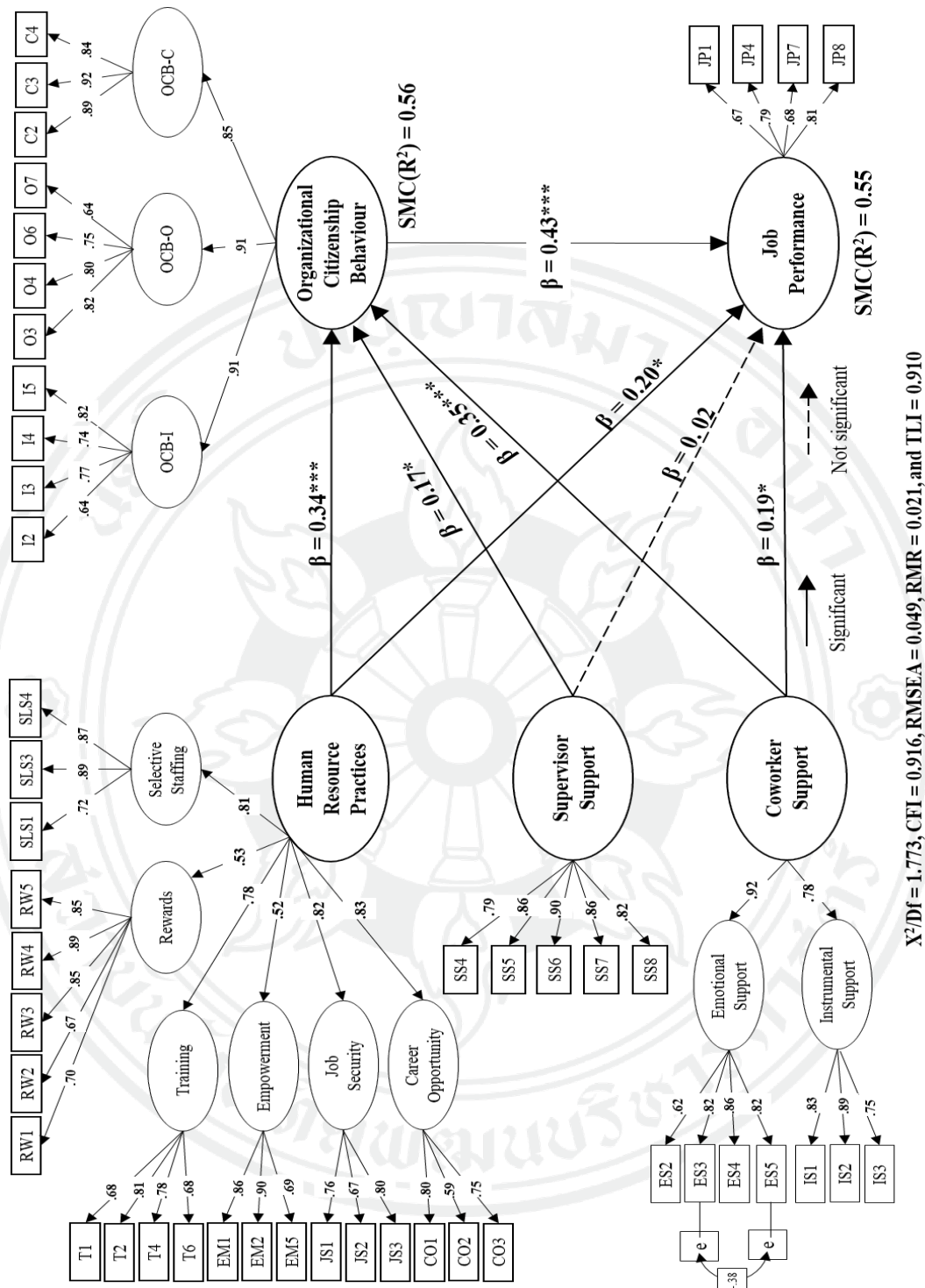
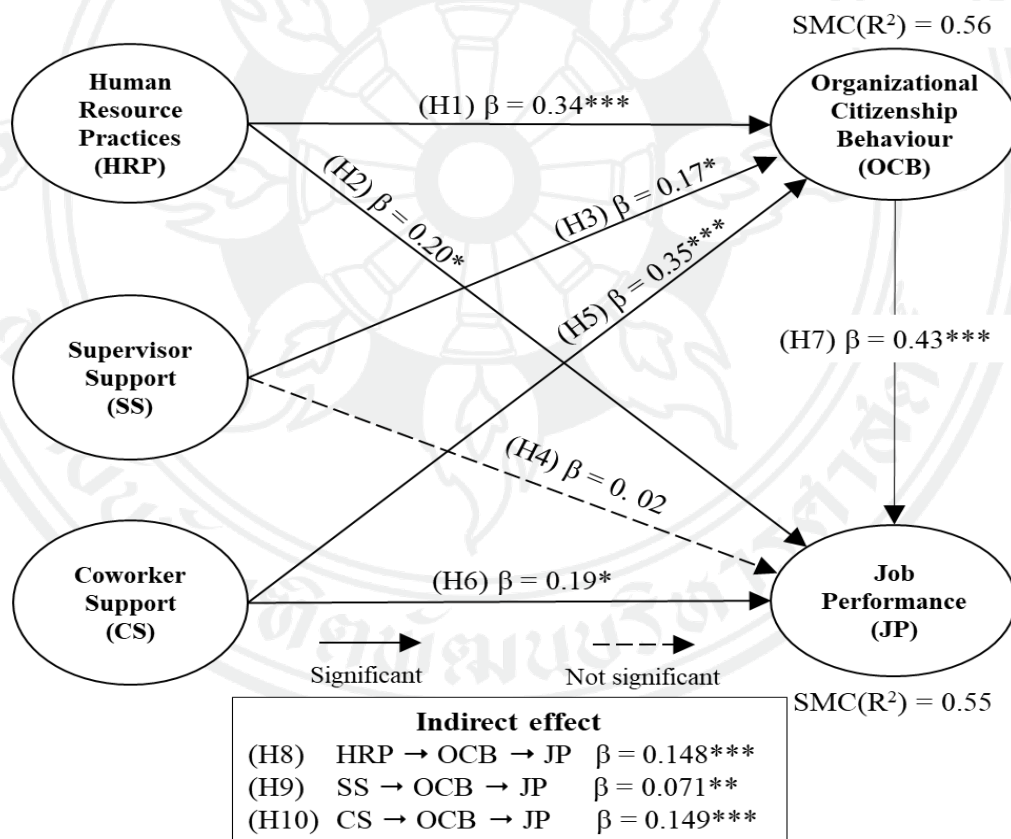


Figure 4.7 The Structural Model of the Study

Note: $*p > 0.05$, $***p > 0.001$; β =standardized estimates or path coefficient;
SMC=square multiple correlation

4.6 Hypotheses Testing

The third objective of this study is to investigate the causal effect of human resource practices, supervisor support, coworker support on organisational citizenship behaviour towards hotel frontline employees' job performance. SEM with the maximum likelihood method was performed to estimate for the parameters of the seven paths of the proposed hypothesised structural model as presented in Figure 4.7. Figure 4.8 was used as a simple model with only five latent constructs for the interpretation of the hypothesis testing. Section 4.6.1 focuses on determining the direct effect as proposed in *H1* to *H7*. Section 4.6.2 focused on testing the mediating effect of organisational citizenship behaviour as formulated in *H8* to *H10*.



$X^2/Df = 1.773$, $CFI = 0.916$, $RMSEA = 0.049$, $RMR = 0.021$, and $TLI = 0.910$

Figure 4.8 Hypothesis Testing Results With the Standardised Estimates (β)

Note: $^*p > 0.05$, $^{***}p > 0.001$; β =standardized estimates or path coefficient;

SMC=square multiple correlation

4.6.1 Hypothesis Testing of Direct Effect: *H1 - H7*

H1: HR practices perceived by hotel frontline employees positively influence organisational citizenship behaviours.

Hypothesis 1 predicted that HR practices significantly influence frontline employees (FLEs)' organisational citizenship behaviour (OCB). The structural model as presented in Figure 4.8 showed the path coefficient (β) of the independent variable (HR practices) on OCB, the mediating variable. In this study, HR practices were in the form of high-performance work practices (HPWPs) manifested by selective staffing, rewards, training, empowerment, job security, and career opportunity, while OCB represents OCB towards individuals, organisations, and customers. As illustrated in Table 4.20, HR practices perceived by FLEs significantly influence FLEs' OCB ($\beta = 0.344$, $t = 4.006$, $p < 0.001$), confirming Hypothesis 1. This signifies that good HR practices promote FLEs to display heightened OCB.

H2: HR practices perceived by hotel frontline employees positively influence job performance.

Further, HR practices were proposed to be positively related to FLEs' job performance. The model (Figure 4.8) presents the path estimates of HR practices (independent variable) on job performance (dependent variable). Outcomes (Table 4.20) demonstrate that HR practices is positively related to job performance OCB ($\beta = 0.198$, $t = 2.313$, $p < 0.05$). This means that effective HR practices will increase FLEs' job performance.

H3: Supervisor support perceived by hotel frontline employees positively influence organisational citizenship behaviour.

Hypothesis 3 postulated that supervisor support perceived by FLEs is positively related to OCB. The structural model presented in Figure 4.8 estimates the path coefficient of the independent variable (supervisor support) on the mediating variable (OCB). The results revealed that supervisor support perceived by FLEs is positively related to OCB ($\beta = 0.165$, $t = 2.281$, $p < 0.05$), validating Hypothesis 3. Thus, once FLEs receive support from their supervisors; the FLEs are likely to exhibit higher OCB.

H4: Supervisor support perceived by hotel frontline employees positively influences to job performance.

Additional, supervisor support was proposed to be positively related to FLEs' job performance. Figure 4.8 presents the path of supervisor support, independent variable, on the dependent variable, job performance. Hypothesis 4 was rejected by the empirical data because supervisor support depicted an insignificant related to job performance ($\beta = 0.023$, $t = 0.314$, ns).

H5: Coworker support perceived by hotel frontline employees positively influences organisational citizenship behaviours.

Hypothesis 5 proposed that coworker support perceived by FLEs is positively related to OCB. The model presented in Figure 4.8 shows the path estimates of the independent variable (coworker support) on the mediating variable (OCB). Outcomes, as shown in Table 4.20, demonstrated that coworker support perceived by FLEs is positively and significantly related to organisational citizenship behaviour, supporting Hypothesis 5 ($\beta = 0.346$, $t = 4.060$, $p < 0.001$). The result signifies that the more FLEs receive the support from their coworkers, the more they are likely to display higher OCB.

H6: Coworker support perceived by hotel frontline employees positively influences job performance.

Further, coworker support perceived by FLEs is positively related to job performance. The path of coworker support, the independent variable, on job performance, the dependent variable, was estimated as illustrated in Figure 4.8 and Table 4.20. Results showed that coworker support perceived by FLEs is positively and significantly related to job performance, supporting Hypothesis 6 ($\beta = 0.188$, $t = 2.117$, $p < 0.05$) signifying that the more support from coworkers are available, the more FLEs will likely be having better job performance.

H7: Organisational citizenship behaviour has a positive influence on hotel frontline employees' job performance.

Hypothesis 7 proposed that OCB has a positive influence on FLEs' job performance. The path estimates of the mediating variable (OCB) on the dependent variable (job performance) was conducted. Hypothesis 7 was validated as presented in Figure 4.8 and Table 4.20 ($\beta = 0.430$, $t = 4.556$, $p < 0.001$) confirming that OCB has a

positive and significant influence on FLEs' job performance. The findings advocate that the higher level of OCB FLEs exhibit, the better FLEs will likely be performing their jobs.

4.6.2 Hypotheses Testing for the Mediating Role of OCB: *H8 – H10*

Organisational citizenship behaviour (OCB) was hypothesized as a mediator mediating the relationship between the three focal independent variables (human resource practices, supervisor support, and coworker support), and the dependent variable (job performance). The role of OCB as a mediator was primarily validated by the evidence of the acceptable overall model fit (Hair et al., 2014). Consistent with the extant research (Gordon, Adler, Day, & Sydnor, 2019; Xu et al., 2018; Yeh, 2018), the test of the mediating effect for Hypothesis 8, 9, and 10, was conducted by utilising bootstrapping method (Preacher & Hayes, 2004) and the Aroian Sobel test (Baron & Kenny, 1986) as recommended by MacKinnon, Lockwood, Hoffman, West, and Sheets (2002).

The Aroian version of the Sobel test disseminated by Baron and Kenny (1986) is a classic method and appropriate for this study since the skewness and kurtosis values discussed in section 4.2 confirmed the normality distribution of the sample data. This study performed the Aroian test equation using the following formula developed by MacKinnon, Warsi, and Dwyer (1995) to obtain the *z*-values to assess the mediation effects of OCB. The calculation was conducted through the online software established by Preacher and Leonardelli (2001) to obtain the *z*-values and *p*-values for further interpretation.

$$z\text{-value} = a*b/\text{SQRT}(b^2*s_a^2 + a^2*s_b^2 + s_a^2*s_b^2)$$

Where *a* = unstandardized regression estimate between the independent variable and mediator (OCB).

b = unstandardized regression estimate between mediator (OCB) and dependent variable (JP).

s_a = standard error (SE) of *a*.

s_b = standard error (SE) of *b* (Preacher & Leonardelli, 2001)

The bootstrapping method, the more contemporary technique, involves the resampling process of the original data set to confirm the significance of the indirect effect relationship (Hayes, 2009). This method was carried out through AMOS by setting the figure of bootstrap samples which typically are at least 1000 or 5000 resampling times to generate the confident level per cent (Hayes, 2009). This study applied 5000 bootstrap samples with 95% bias-corrected CIs (confidence intervals) as suggested by Preacher and Hayes (2008) and widely adopted by numerous studies, such as Gordon, Adler, et al. (2019), Yeh (2018), and Xu et al. (2018). Thus, the mediating effect will be confirmed if the indirect effect falls between the lower and upper bound CIs with 95% confidence interval claiming that the indirect effect does not include zero (Hayes, 2009; Preacher & Hayes, 2008). The summary results of mediation effects of OCB generated from bootstrapping method and the Sobel test were presented in Table 4.21 and elucidated in Hypothesis 8, 9, and 10.

H8: The relationship between human resource practices and job performance will be mediated by organisational citizenship behaviours.

As for Hypothesis 8, OCB was proposed to mediate the relationship between HR practices and job performance. The results from the bootstrapping and the Sobel test revealed that the mediating effect of OCB between HR practices and job performance was significant (standardised indirect effect = 0.15, CI = 0.11(LL) to 0.32(UL), $z = 3.18$, $p > 0.01$). According to Baron and Kenny (1986)'s mediation analysis, if the path estimate from the independent variable to the dependent variable is significant when the mediator is included in the model, then partial mediation is justified. As shown in Table 4.20, HR practices were significantly related to job performance (Hypothesis 2). Consequently, Hypothesis 8 is supported by the partial mediation effect of OCB.

H9: The relationship between supervisor support and job performance will be mediated by organisational citizenship behaviours.

Hypothesis 9 proposed that OCB will mediate the relationship between supervisor support and job performance. Results as shown in Table 4.20 supported Hypothesis 9 (standardized indirect effect = 0.07, CI = 0.002(LL) to 0.193(UL), $z = 2.025$, $p > 0.05$). Additionally, the relationship between the independent variable (supervisor support) and the dependent variable (job performance) was statistically

insignificant. Thus, according to Baron and Kenny (1986), OCB acts as a full mediator linking supervisor support and job performance.

H10: The relationship between coworker support and job performance will be mediated by organisational citizenship behaviour.

OCB was hypothesized to mediate the relationship between the independent variable (coworker support) and the dependent variable (job performance). The results as presented in Table 4.20 demonstrated that the mediating effect of OCB between coworker support and job performance was significant (standardized indirect effect = 0.149, CI = 0.044(LL) to 0.347(UL), $z = 4.17$, $p > 0.001$). According to Baron and Kenny (1986), the relationship between coworker support and job performance was significantly and partially mediated by OCB as the path coefficient of coworker support on job performance was statistically significant. Thus, Hypothesis 10 was confirmed.

Table 4.21 Summary Results of Hypothesis Testing for H1 to H10

	Hypotheses	β	b	SE	t-value	Results
H1	HRP → OCB	0.344	0.320	0.073	4.006***	Supported
H2	HRP → JP	0.198	0.163	0.069	2.313*	Supported
H3	SS → OCB	0.165	0.151	0.066	2.281*	Supported
H4	SS → JP	0.023	0.019	0.059	0.314 ^{ns}	Rejected
H5	CS → OCB	0.346	0.381	0.091	4.060***	Supported
H6	CS → JP	0.188	0.182	0.086	2.117*	Supported
H7	OCB → JP	0.430	0.380	0.080	4.556***	Supported
	Mediating Effects of OCB	Standard Indirect Effects	Bootstrapping 95% CIs		Sobel Test Z-Values	Results
			LL CIs	UL CIs		
H8	HRP → OCB → JP	0.148**	0.113	0.321	3.184**	Supported (Partial mediation)
H9	SS → OCB → JP	0.071*	0.002	0.193	2.025*	Supported (Full mediation)
H10	CS → OCB → JP	0.149***	0.044	0.347	4.170***	Supported (Partial mediation)

Note: $n=320$; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$ (two-tailed); ns = not significant, β = standardized path coefficient, b = unstandardized coefficient, SE = standard error, HRP = human resource practices, SS = supervisor support, CS = coworker support, OCB = organisational citizenship behaviour, JP = job performance, bootstrapping with 5000 resamples, CLs = Confident intervals, LL = lower bound level, UL = upper bound level

Table 4.22 Summary of Direct Effect, Indirect Effect, and Total Effect

Exogenous Variables	Endogenous Variables					
	OCB			JP		
	DE	IE	TE	DE	IE	TE
HRP	0.344**	-	0.344	0.198*	0.148**	0.346
SS	0.165*	-	0.165	0.023	0.071*	0.094
CS	0.348***	-	0.348	0.188*	0.149***	0.337
OCB	-	-	-	0.430***	-	0.430
SMC(R ²)	OCB = 0.56			JP = 0.55		
Model fit statistics						
X ² /Df = 1.773, CFI = 0.916, RMSEA = 0.049, RMR = 0.021, and TLI = 0.910						

Note: DE = Direct effect, IE = Indirect effect, TE = Total effect, SMC = Square multiple correlation, HRP = human resource practices, SS = supervisor support, CS = coworker support, OCB = organisational citizenship behaviour, JP = job performance

4.6.3 Summary of Hypothesis Testing (Direct, Indirect, and Total Effects)

In sum, the proposed hypotheses model yielded a good fit to empirical data ($X^2/Df = 1.773$, CFI = 0.916, RMSEA = 0.049, RMR = 0.021, and TLI = 0.910). Overall results as presented in Table 4.21 for the hypothesised structural model testing show that the empirical data supports nine out of ten proposed hypotheses, except for Hypothesis 4 (SS \rightarrow OCB). H1, H3, and H5 demonstrated the significant direct effect relationship of HRP, SS, CS, on OCB, in which CS has the strongest effect followed by HR practices, and SS. H2, H6, and H7 also claimed the significant direct effects of HR practices, CS, and OCB, on JP in which OCB presents the strongest effects, followed by HR practices and CS. All the indirect relationship in H9 to H10 were confirmed by the value of standardized indirect effect and Z-values resulting from bootstrapping and Sobel tests, respectively. Regarding the total effects on JP as shown in Table 4.22, HR practices have the strongest effect among the three independent variables, followed by CS and SS. The results of square multiple correlations in Table

4.21 also showed that HR practices, SS, and CS, jointly explained 56% of the variance in OCB, while these four focal constructs jointly explained 55% of the variance in job performance.

4.7 Chapter Summary

This chapter presents the empirical results both in descriptive statistics and inferential statistics. The data (n=320) was initially assessed for the normality. Then, a series of confirmatory factor analysis (CFA), both second-order and first-order CFA, was performed for each construct as well as the overall measurement model and modified to achieve the model fit. The construct validity for all measurement scales was supported. Then, structural equation modelling (SEM) was performed and demonstrated that the structural model achieved the model fit with the results of hypotheses testing. Nine out of ten hypotheses were confirmed, except the direct relationship between supervisor support and job performance. Hence, the last chapter will discuss the empirical findings and draw the conclusion for the study, including academic contribution, useful practical recommendations, and limitation and future research.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction and Overview

This empirical study has verified HR practices, supervisor support, coworker support, OCB, and job performance as the research conceptual framework within the hotel context in Thailand. Through a comprehensive literature review in Chapter 2, the key purpose of this study is to examine the causal effects of HR practices, supervisor support, and coworker support on OCB towards job performance of frontline employees of the four-star hotels in Phuket. The study employed a quantitative study utilizing a survey questionnaire as a research tool. Data were collected from 320 frontline employees of 16 participating hotels, member hotels of the Thai Hotel Association (THA), in Phuket as the subjects of this study. Chapter 4 presents the results from the empirical data to address the following research questions.

1) What is the level of HR practices, supervisor support, coworker support, OCB, and job performance of frontline employees of four-star hotels? Briefly, the overall mean score of all five constructs is at high level (3.94 to 4.22). The findings of this question provide some justifications for the discussion on the hypotheses testing results of this chapter.

2) What is the construct of HR practices, supervisor support, coworker support, OCB, and job performance of frontline employees of four-star hotels? Briefly, a series of confirmatory factor analysis (CFA) was performed to examine the reliable indicators of each construct. After the measurement model of each research construct achieved the acceptable goodness-of-fit, the remaining 48 indicators along with 11 first-order factors were loaded on their respective constructs. Additionally, none of these indicators and first-order factors were eliminated after performing structural equation modelling (SEM). The findings of HR practices and OCB constructs are mainly further

discussed in this chapter in terms of academic contributions and practical recommendations.

3) What is the construct of HR practices, supervisor support, coworker support, OCB, and job performance of frontline employees of four-star hotels? Briefly, SEM was utilized to examine the causal relationship of these five constructs. The results show that nine out of ten proposed hypotheses of this study were confirmed. All direct effects of HR practices, supervisor support, and coworker support, on OCB were confirmed. Regarding the direct effects of these three independent variables on job performance, only the supervisor support – job performance linkage was not confirmed. OCB was empirically confirmed as a part and full mediator of this model. The results of hypotheses testing will be mainly discussed in this chapter to address the main objective of this study in investigating the causal effects of the five focal constructs. Hence, this chapter consists of the following sections.

- 1) Introduction and Overview
- 2) Discussion on the hypotheses testing results
- 3) Conclusion and Recommendations (including Academic contribution, Practical Recommendations and Limitations and Future Research)

5.2 Discussion on the Hypotheses Testing Results

5.2.1 The Direct Effect of Human Resource Practices on Organisational Citizenship Behaviour and Job Performance

5.2.1.1 Human Resource Practices and Organisational Citizenship Behaviour

The empirical result suggests that perceptions of human resource (HR) practices, specifically high-performance work practices (HPWPs), can influence hotel frontline employees' organisational citizenship behaviour (OCB) in hotels confirming a direct relationship and supporting Hypothesis 1. The results show a significant and positive association between HR practices and OCB ($r = .66$, $P < 0.001$). The β value ($\beta = .34$, $P < 0.001$ in the SEM indicates a moderate (Acock, 2008) direct impact of HR practices on OCB for the sample group. This result is consistent with previous researchers (Ahmed, 2016; Fajar & Soeling, 2017; Nadeem, Riaz, & Danish, 2019;

Srivastava & Dhar, 2016; Suan & Nasurdin, 2014; Taamneh, 2018) and suggests that good HR practices can enhance employees' citizenship behaviours (OCB). These findings indicate that hotel frontline employees (FLEs) who are selectively recruited, performance-based rewarded, extensively trained, empowered, and perceived high job security and career opportunity, are motivated to perform beyond their tasks voluntarily and behave more positively that is beneficial to their hotels, coworkers, and customers. For example, according to Suan and Nasurdin (2014), when employees receive good training, they can perform their tasks more efficiently and have extra time and energy to engage more in displaying those extra-role behaviours (OCB). Thus, through effective training practices, these frontline employees are encouraged to develop into more competent in going beyond their job descriptions (OCB), such as "helping their colleagues with heavy workloads" and enthusiastically promoting hotels' services and products. Additionally, when these frontline employees receive extensive customer service training, they will have more confidence and are likely to reciprocate by going extra miles to exceed customer expectations.

5.2.1.2 Human Resource Practices and Job Performance

Furthermore, the empirical findings also suggest that the indicators as mentioned earlier of HR practices perceived by hotel frontline employees' significantly and positively influence frontline employees' job performance supporting the direct effect and Hypothesis 2. The results show a significant and positive association between HR practices and job performance ($r = .61$, $P < 0.001$). The β value ($\beta = .20$, $P < 0.001$) in the SEM indicates a moderate (Acock, 2008) direct impact of HR practices on OCB for the sample group. The current findings concur with several previous studies (Guan & Frenkel, 2018; Latorre et al., 2016; Nadeem et al., 2019; Safavi & Karatepe, 2018; Takeuchi et al., 2018) which point out that implementing good HR practices is likewise a critical proximal antecedent of employees' job performance. Hotel frontline employees could be expected to exhibit a high level of job performance when hotels have invested in HPWPs, particularly on selective staffing, rewards, training, empowerment, job security, and career opportunity. According to Chen, Lin, et al. (2016), employee perception of HPWPs could nurture their capability and confidence to achieve certain tasks. For instance, providing extensive customer service training could enhance employees' desirable skills and knowledge about hotel service standard

which leads to higher customer service quality, while perceptions of internal career opportunity and selective staffing could motivate employees to work to their fullest capacity to adequately complete their given duties and engage in such activities that improve their performance.

In particular, the current findings of the direct effect of HPWPs on OCB and job performance confirm the presence of social exchange relationship (Blau, 1964) between the organisation and frontline employees' in the hotel industry, and the ability, motivation, and opportunity (AMO) theory. As frontline employees perceive high investment, more care and commitment in terms of HPWPs from the hotels, frontline employees are anticipated to feel more valuable, motivated, secured as well as equipped with essential skills and knowledge to perform a better job. Precisely, when frontline employees' directly receive the benefits (in terms of HPWPs) from the hotels, this thus generates the environments for frontline employees' to repay this investment by exhibiting a higher level of OCB and job performance as they feel obligated to the hotels. This explanation has supported the trade-offs relationship in the social benefit aspect predicted by the social exchange theory (SET). Thus, when employees feel that the hotels have attempted to improve or provided support to enhance their performance, they are likely to reciprocate by improving their job performance and exhibiting higher willingness to go beyond their tasks (OCB). Apart from HPWPs adopted as one of the key predictors in this study, the impact of supervisor support and coworker support on frontline employees' OCB and job performance are discussed next.

5.2.2 The Direct Effect of Supervisor Support on Organisational Citizenship Behaviour and Job Performance

5.2.2.1 Supervisor Support and Organisational Citizenship Behaviour

The empirical results reveal that supervisor support perceived by hotel frontline employee positively and significantly influence frontline employees' OCB confirming Hypothesis 3. The results show a significant and positive association between HR practices and job performance ($r = .61$, $P < 0.001$). The β value ($\beta = .20$, $P < 0.001$ in the SEM indicates a moderate (Acock, 2008) direct impact of HR practices on OCB for the sample group. The study implies that when a supervisor provides support or assistance in terms of allocating resources and by showing interest or

concerns in frontline employees' well-being, opinions, career goals and value as well as their jobs, frontline employees are motivated to engage more in displaying citizenship behaviours (OCB). According to Yadav and Rangnekar (2015), when a supervisor gives employees more autonomy at work, employees appear to become more involved and confident in sharing their opinions and participating in the decision-making process which allows employees to tackle issues at work or for customers.

In line with the social exchange theory (Blau, 1964), support displayed by a supervisor could make employees feel more trust, valued, and appreciated, which strengthens the positive social exchange relationship that foster employees' willingness to go extra miles. Such behaviours include following informal rules to maintain order, promoting hotels to an outsider as a good workplace, following service guidelines strictly, and going out of their ways to help new colleagues. According to Yadav and Rangnekar (2015), when a supervisor gives employees more autonomy at work, employees appear to become more involved and confident in sharing their opinions and participating in the decision-making process which allows employees to tackle issues at work or for customers.

5.2.2.2 Supervisor Support and Job Performance

Contrary to prior studies (Odle-Dusseau, Hammer, Crain, & Bodner, 2016; Tremblay & Simard, 2018) the current study reports the insignificant relationship between perceived supervisor and hotel frontline employees' job performance (task performance) rejecting Hypothesis 4. Although the results show a significant and positive association between perceived supervisor support and job performance ($r = .52$, $P < 0.001$), the β value ($\beta = .02$, $t = 0.31$) in the SEM suggests that perceived supervisor support does not influence frontline employees' job performance directly for the studied sample hotel frontline employees. This conflicting result may be in line with the argument of Yang et al. (2015) who postulated that support from supervisors appear to affect employees' workload or job stresses, whereas support from coworkers tends to affect more on employees' job performance. The plausible reasons for this result may be due to the differing roles supervisors and coworkers have played at the workplace. For example, in the hotel context, supervisors are mostly responsible for allocating workloads or assigning tasks to employees (Yang et al., 2015), whereas frontline

employees tend to work closely with their coworkers to complete the jobs when serving the customer.

Hence, perceived supervisor support in this study do not have a direct effect on hotel frontline employees' job performance, which contradicts previous studies (DeConinck & Johnson, 2009; Odle-Dusseau et al., 2016; Tremblay & Simard, 2018; Yim, 2014) which indicate that the more support employees receive from their supervisors, the better employees perform their tasks. This finding has called for the further empirical investigation on the direct relationship between perceived supervisor support and job performance. However, given the existing literature (Gkorezis, 2015; Karatepe, 2014; Liaw et al., 2010), another plausible clarification for this result is that perceived supervisor support may indirectly influence job performance which is discussed later in this chapter. The next section discusses the direct impact of coworker support on job performance to explain further and broaden our understanding of the social support and relationship at the workplace that contributes to employee outcomes.

5.2.3 The Direct Effect of Coworker Support on Organisational Citizenship Behaviour and Job Performance

5.2.3.1 Coworker Support and Organisational Citizenship Behaviour

Regarding coworker support, the empirical results of the current study validate a significantly positive relationship and direct impact of perceived coworker support on frontline employees' OCB, thus supporting Hypotheses 5. The results show a significant and positive association between perceived coworker support and OCB ($r = .66$, $P < 0.001$). The β value ($\beta = .35$, $P < 0.001$) in the SEM indicates a moderate (Acocck, 2008) direct impact of perceived coworker support on OCB for the sample group. Consistent with the social exchange theory (Blau, 1964) and prior studies from other business contexts (Bommer, Miles, & Grover, 2003; Nagami, Tsutsumi, Tsuchiya, & Morimoto, 2010; Nougrou, 2017; Tremblay & Simard, 2018), the results imply that through perceived positive emotional and instrumental supports from the interaction with coworkers, frontline employees will be motivated to reciprocate the positive social exchange by going extra miles and beyond the call of duty (OCB). Previous research has advocated that voluntary form of support or assistance provided by coworkers could be regarded as social resource investment stimulating trust in the

coworker – employee relationship which could facilitate employees' reciprocated OCB (Coxen, Van der Vaart, & Stander, 2016; Halbesleben & Wheeler, 2015). Due to the nature of hotel frontline employees' working conditions, it can be clearly comprehended that in the hotel operations, the positive social interaction with coworkers is more mutually altruistic (helping behaviours), a form of OCB (Ma et al., 2018). Similar to the study of cabin crew or service employees of a national airline of Thailand conducted by Limpanitgul et al. (2013), the current study has confirmed the pivotal role of coworkers in the service sector, particularly in the hotel industry in Thailand, in stimulating frontline employees' willingness to perform extra-roles or engage in OCB activities that do not only contribute to the organisations and coworkers but more importantly increase guest satisfaction, which is fundamental for hotels' success.

5.2.3.2 Coworker Support and Job Performance

Furthermore, the empirical results also reveal that coworker support significantly and positively influences hotel frontline employees' job performance confirming Hypothesis 6. The results show a significant and positive association between perceived coworker support and performance ($r = .61$, $P < 0.001$). The β value ($\beta = .35$, $P < 0.001$ in the SEM indicates a moderate (Acock, 2008) direct impact of perceived coworker support on job performance for the sample group. The finding suggests that a high level of perceived coworker support in terms of emotional and instrumental supports are a significant enhancement for hotel frontline employees' job performance. The finding is consonant with Chen and Kao (2014) who have found that frontline employees (flight attendants) with high social support, particularly coworker support, are more likely to elicit a higher level of service performance, and ultimately meet customer satisfaction. One reasonable clarification is that supports from coworkers could provide hotel frontline employees with a supportive working environment enabling them to excel and perform their tasks better (Yang et al., 2015). Basically, with a supportive environment, frontline employees might feel more comfortable towards their colleagues when seeking help or assistance to accomplish certain tasks. However, the current empirical finding is inconsistent with the recent work of Singh et al. (2019) who found that perceived coworker support of the employees from a mid-western US organization had no direct impact on employee

performance but influenced their performance indirectly via psychological flourishing. The possible reason for this finding may be due to the different characteristics of the sample groups as well as the industry itself. The nature of the hotel industry is primarily focused on hotel frontline employees' teamwork. Since hotel frontline employees typically provide face-to-face customer service daily, cooperation, interaction, and extra supports from their coworkers are essentials to complete their tasks (Lee et al., 2015). Employees from other sectors, such as banking and education, may require less cooperation and interaction among employees to accomplish certain tasks. Thus, support from coworkers seem to be more prevalent in a hotel sector.

Unlike supervisor support, the current study of the hotel frontline employees in the context of four-star hotels in Thailand confirms the social exchange theory and supports the previous study (Tremblay & Simard, 2018) highlighting perceived coworker support as a significant predictor of both frontline employees' OCB and job performance. In addition, coworker support is found to have a stronger direct effect on frontline employees' OCB comparing to supervisor support which is in line with the extant research (Tremblay & Simard, 2018). The direct impact of coworker support on frontline employees' OCB and job performance in this study may be attributable to the different roles of supervisors and coworkers and the nature of hotel operations mentioned above. Especially during service operating hours, frontline employees tend to spend most of their time and work closely and interdependently with their colleagues dealing with certain tasks as well as diverse guest demands.

5.2.4 The Direct Effect of Organisational Citizenship Behaviour on Job Performance

The findings for Hypothesis 7 (H7) reveal that there is a direct and positive relationship between OCB and job performance in the sample of hotel frontline employees in Phuket. Primarily, the results show a significant and positive association between OCB and job performance ($r = .70$, $P < 0.001$). Additionally, the SEM analysis confirms that employees' OCB has a moderate and significant direct influence on job performance ($\beta = .43$, $P < 0.001$), and is the strongest predictors of job performance in this study. The results suggest that employees who display more OCB or willingness to perform extra-roles, they are likely to have better job perform.

Hotel frontline employees who display citizenship behaviours (OCB), such as covering works for those have been absent, protecting hotel's property, and responding to customer requests and problems in a timely manner, are anticipated to trigger a favourable work atmosphere of the hotels, which are likely to promote the overall frontline employees' job performance, and ultimately contribute to the overall organisational performance (Cai et al., 2018). This could be logically explained by Mallick et al. (2014) and Wei (2014) who elaborated that high involvement in OCB, particularly in altruism or helping behaviours, may reflect strong bonds among employee and promote teamwork at workplace. When employees work in such a supportive environment with a strong teamwork, they are encouraged to perform a better job and their work quality will also be improved. This empirical evidence is consistent with prior studies in the hospitality contexts (Ayu Putu Widani Sugianingrat et al., 2019; Cai et al., 2018; Chiang & Hsieh, 2012; Cho & Johanson, 2008; Francis, Alagas, & Jambulingam, 2018)

5.2.5 The Mediating Effects of Organisational Citizenship Behaviour

Besides the examination of studied antecedents (HR practices, supervisor, and coworker supports) and consequence (job performance) of OCB discussed earlier, the current study also investigates the mediating effects of OCB of the study sample of hotel frontline employees in Phuket.

5.2.5.1 The Mediating Effects of OCB on HR Practices and Job Performance

Hypothesis 8 (H8) claimed that OCB mediates the relationship between HR practices and job performance among the sample of hotel frontline employees in the context of four-star hotels in Phuket. Based on the empirical evidence, the study reveals that HR practices affect job performance directly (H2), and indirectly or partially mediated by influencing employee OCB for employees' positive work outcome or better job performance. The findings report a high perception level of all HR practices which suggests that the participating hotels in this study context invest in the 6 practices of HPWPs, namely selective staffing, rewards, empowerment, training, career opportunity, and job security, which promote higher OCB, and ultimately lead to improved job performance.

As suggested by numerous studies, when employees perceive HPWPs as organisation's care and support for their well-being and performance, employees are confident in their abilities and knowledge and feel valuable to the organisation, they tend to display their willingness or citizenship behaviours through helping others with their skills, and consequently leads to enhanced job performance (Cai et al., 2018; Chelagat, Chepkwony, & Kemboi, 2015). For example, employees, particularly frontline employees, who perceive that their hotels provide them clear career paths and care about their career goals, they become more self-motivated to get promoted by performing extra tasks or jobs (OCB) without hesitation. Also, they become more willing (OCB) to participate in customer service training and activities that enhance their knowledge and skills in performing jobs more efficiently.

5.2.5.2 The Mediating Effects of OCB on Supervisor Support, Coworker Support, and Job Performance

Results also show that OCB is a full mediator between hotel frontline employees' perceived supervisor support and job performance, and a partial mediator of the relationship between hotel frontline employees' perceived coworker support and job performance of the studied sample. Thus, the results support both Hypothesis 9 and 10. The findings also reveal that the frontline employees also perceived a high level of supervisor support and coworker support. This may reflect a high-quality relationship hotel frontline employee and their supervisors, and coworkers. In line with the social exchange theory (Blau, 1964), numerous researchers advocate that hospitality management should maintain and promote positive social exchange relationship among employees to promote teamwork as well as with their immediate supervisors which can stimulate employees' OCBs, which in turn, leads to better job performance. (Chen, 2016b; Chiang & Hsieh, 2012; Ma et al., 2018). Employees with more discretionary behaviours (OCB), such as helping colleagues with heavy workloads, protecting hotels' property, and providing exceptional customer service, are expected to be more productive and have good job performance. Such behaviours (OCB) can be fostered not only by HR practices mentioned earlier but also by the value of an individual's bond with their supervisors and coworkers.

5.3 Conclusion and Recommendations

5.3.1 Academic Contributions

While OCB is crucial for the hotel sector in creating a competitive advantage, the sector itself has rarely been the center of studies in the organizational citizenship behaviour and organizational behaviour literature. This study has filled this gap and sheds light on the impact of OCB and its antecedents on employees' job performance in the hotel context. This study enriches our knowledge by introducing a unique theoretical framework that incorporates HR practices, supervisor support, coworker support, OCB, and job performance, into one model; using HR practices, supervisor support, and coworker support as independent variables, with job performance as a dependent variable to validate the mediating effect of OCB. Based on the comprehensive literature review, these five focal constructs have yet to be investigated in the four-star hotel context in Thailand. The results suggest that the proposed framework is applicable to empirical data for nine out of ten hypotheses. Hence, the current study generates a new model for academia and practitioners who might be interested to conduct a further study to explore how to motivate employees' OCB and job performance in other sectors and other hotels in different segments. The empirical results address the gaps and provide numerous contributions to the existing body of literature.

In terms of fostering frontline employees' job performance, the study found that HR practices and coworker support are the key determinants in which HR practices have the stronger direct effect on frontline employees' job performance than coworker support. This finding helps to understand the AMO (Ability – Motivation – Opportunity) – job performance linkage which states that HR practices in a form of high performance work practices (HPWPs) send a strong signal to employees about their care and support which in turn boost employees' superior performance. Generally, in the hotel context, exercising HR practices seem to be the most vital driver of employees' behavioural outcomes. Interestingly, the study found that coworker support has the strongest effect on employees' displayed OCB in the case of frontline employees in the hotel context followed by HR practices and supervisor support. In other words, employees' willingness to display OCB are not only fostered by their tie

with the organization (HR practices) and supervisor but seem to be better motivated by the emotional and instrumental supports received from their coworkers. This study concurs with previous studies revealing that HR practices, supervisor support, and coworker support are the three vital determinants that directly influence frontline employees' OCB. This adds to the existing knowledge of the antecedents of OCB in the hotel context, particularly in the four-star segment in beach destinations. Also, HR practices, supervisor support, and coworker support, indirectly influence job performance through OCB. These empirical findings validate the mediating effects of OCB indicating that OCB fully mediates the supervisor support – job performance, and partially mediates the HR practices – job performance, and coworker support – job performance relationship. Essentially, the study highlights and validate the significant role of OCB as the strongest predictor of job performance as well as the mediator in the model.

Furthermore, while there are increasing research studies examining and confirming a significant positive linkage between employee perceptions of HR practices and job performance at the individual level as previously discussed (Ahmed, 2016; Fajar & Soeling, 2017; Mostafa et al., 2015; Nadeem et al., 2019; Srivastava & Dhar, 2016; Suan & Nasurdin, 2014; Taamneh, 2018), no consensus across literature has yet reached regarding the mechanism of this relationship. As part of the main objectives of this study, the current study has attempted to fill this gap by unlocking some aspects of this issue or the so-called “black box” dilemma of HR practices – employees' job performance (Savaneviciene & Stankeviciute, 2010) of hotel frontline employees. The empirical results have indeed demonstrated that high-performance work practices (HPWPs) have a significant positive impact on job performance through the partial mediating effect of OCB. Thus, such results have yielded limited studies (Mostafa et al., 2015; Tang & Tang, 2012) regarding how HPWPs influence job performance of the hotel frontline employees providing some new insight pertaining to OCB as the underlying mechanism linking HPWPs and hotel frontline employees' job performance.

Additionally, this study has identified top six critical indicators of HPWPs resulting from a systematic literature review of HPWPs in the service sector. Generally, rewards, training, and recruitment and recruitment and selection, are the top three

indicators frequently used to measure HR practices as appeared in the existing literature. However, this study found that career opportunity is the most vital indicator of HPWPs in the hotel context, followed by job security, selective staffing, training, rewards, and empowerment. The present study has added to the existing knowledge pointing out that those reliable six indicators of HPWPs are more relevant and crucial for hotel frontline employees. Thus, management or executives of independent and chain hotels, particularly four-star hotels, should invest in those practices simultaneously to promote hotel frontline employees' OCB and job performance to gain a competitive advantage.

5.3.2 Practical Recommendations

The current study has empirically examined the connection and effects of HR practices, in terms of HPWPs, supervisor support, and coworker support, on OCB towards job performance of hotel frontline employees of four-star hotels in Phuket. Consistent with Ma et al. (2018); Ma et al. (2013) and the results of this empirical study, stimulating frontline employees' OCB are beneficial for the hospitality industry. In the hotel sectors, the success of hotels is heavily relied on frontline employees' job performance to satisfy customers that meet the hotel service standard and extra-role behaviours (OCB) to create an excellent service quality that exceeds customers' expectations. Hence, the empirical results have delineated several crucial practical implications for practitioners or managers in the hotel or related sectors, such as airlines and restaurants, who are willing to invest and implement appropriate HPWPs and improve supervisor and coworker supports at the workplace which can potentially motivate hotel frontline employees' OCB, and ultimately lead to elicited level of job performance.

Investing in High-Performance Work Practices

First, HR practices in the form of HPWPs are found to be one of the most compelling antecedents; thus managers should consider HPWPs as a mandatory and initially invest on HPWPs that improve frontline employees' skills, knowledge, and ability, which in turn, boost employees' positive work-related behaviours, OCB and job performance. Such practices, career opportunity has appeared to be the most vital indicator of HPWPs for hotel frontline employees, followed by job security, selective

staffing, training, rewards, and empowerment. Considering these six important HR practices, recommendations for managers of hospitality companies are as following.

▪ ***Clear Career Paths and Promotion Policies***

Management of hotels should provide frontline employees with clear lifelong career paths and promotion policies or succession plan which allow frontline employees to prepare for their future careers in the hotel. More importantly, managers or immediate supervisors should understand frontline employees' career aspirations in order to develop personal career planning and development that meets an individual's career goal. Once frontline employees concern and curious about future careers, the availability of career opportunity can motive frontline employees to put their fullest capabilities into job, which lead to desirable employee outcomes, such as elevated service performance and OCB and strengthen the long term relationship between employers and frontline employees. Additionally, hotel managers should create an environment where employees, particularly young employees, would have the opportunity to grow and develop their career (Kong et al., 2015).

In practice, Dusit International, for example, has recently developed the "LEAD" programme, a one-year programme, as a career journey from operation to management aiming to attract young and future hotelier. This programme has been promoted internally and externally providing young employees the opportunity to grow in Dusit Thani Hotels and Resorts properties across the globe. This "LEAD" program is divided into four stages as presented in Figure 5.2 and only those who pass the selection process could join the program. At the first stage, employees will have a chance to explore the organization's value and culture for one weeks. Then, employees will be placed in the first property with focus on various operations, such as front office operation, Food and Beverage operation, as well as housekeeping operation for 6 months. In this stage, employees will gradually develop the supervisory and managerial skills by working on a project for each department to enhance its operations. In the third stage, employees will be relocated to the 2nd hotel to work at their preferred department to develop their specialization at a management level for 6 months. At this stage, they will work closely with General Manager and Head of Department and have a chance to work on a more challenging project to facilitate the operations creatively. Upon the completion, employees will go through the final evaluation and sign a contract for an

open management position at one of Dusit's properties. This is one of a good practice that other hotels could adopt to foster employees' OCB and job performance.

▪ ***Provide Secure Working Environment***

Hotel managers should also provide frontline employees a secure working environment to promote employees' OCB and improve job performance. Uncertainties about the future and employment stability might make employees struggle with applying their knowledge and skills into the jobs when the perception level of job security is low (Şenol, 2011), ultimately discouraging employees from displaying OCB, and further decreased job performance. Thus, hotel managers should set priority to frontline employees' lifelong career plan and promotion policies as mentioned earlier to promote employees' motivation, which in turn, generating positive employee outcomes, such as improving job performance. Additionally, Specifically, when hotels are facing difficulties or business challenges,

▪ ***Selective Staffing***

Hotel managers are recommended to pay utmost attention to the significant role of selection procedures in identifying the right frontline employees in terms of their attitudes against performing extra roles (OCB), and current skills and abilities to perform certain tasks. Specifically, the manager should adopt the selective staffing or extensive selection process that emphasises on the selection of skilled workforces who could effectively recompense the initial investment of the organisation through their high performance (Chen et al., 2017; Whitener, 2001). When the hotels have adopted various criteria in the selection process, people tend to think that the organisation would offer them opportunities to grow and to acquire new skills (Safavi & Karatepe, 2018). Such procedures may include providing various actual case studies in customer service to assess their problem-solving skills as well as willingness to display OCB.

▪ ***Extensive Customer Service Training***

Hotel managers should invest in various type of ongoing training programs that are suitable for frontline employees, such as, on the job training and cross-training program, particularly in extensive customer service training. Such programs will help to develop frontline employees' skills, knowledge, and ability, to handle their jobs and enhance their performance, and subsequently guide frontline

employees to meet and exceed customer expectations. For example, managers may organise a workshop in a relaxed environment and allow those frontline employees with high level of OCB and performance to share their experiences and practices in delivering high-quality service and how to handle guests complains in different situations effectively. Several successful stories and case studies of the organisation and other leading hotels should be part of the training programs (Karatepe & Vatankhah, 2015). Hotel managers can make these programs available for online training in the form of video clip. Also, manager should promote teamwork among frontline employees as teamwork is critical for service delivery process. Most importantly, hotel managers should set and communicate a clear policy to encourage frontline employees to participate in training programs. For four-star hotels in Phuket, managers should conduct most of the training programs during low seasons to avoid creating more burden for frontline employees.

▪ ***Rewarding and Recognizing Good Citizens***

Generally, hotel employees, particularly at the operational level, understand that their jobs are relatively low paid. Thus, hotel managers should have clear strategies and policies that offer fair rewards to motivate frontline employees with high performance. The employees who receive rewards tend to provide exemplary services to customers and spend the time to deal with customer issues or problems (Allen et al., 2003; Rod & Ashill, 2010). Rewards can be in the form of performance-based pay, incentive program, and employee recognitions. For example, in practice, most hotels select “employee of the week”, “employee of the month”, or “employee of the year” as part of employee recognition programs when frontline employees receive good feedback from guests, particularly those who exceed guest expectations. The management should obtain guest feedbacks from different channels, such as TripAdvisor and other online travel agents’ sites, such as Agoda and Booking.com as well as providing feedback form in a guestroom.

▪ ***Empowering Employees to Exceed Customer Services***

Recently, various hotels have realised the importance of empowerment as an effective tool that allows frontline employees to make decision, act quickly to facilitate diverse guest demands, and solve problems during operations as well as providing excellent service. How hotel managers can promote and empower frontline

employees is very challenging. As discussed by Karatepe and Vatankhah (2015), customer contact employees should be trained to effectively practice empowerment in-service operation. Thus, managers should design an appropriate training program for frontline employees to understand and acknowledge at what degree of authority they have that comply with the hotels' policies.

Promoting Coworker Support

Second, the study has also highlighted the crucial impact of coworker support towards hotel frontline employees' OCB and job performance. Emotional and instrumental supports have proved to be strong indicators of coworker supports of frontline employees of four-star hotel in Phuket. Hotel managers should put efforts to create an organisational culture that promotes a supportive culture. Managers could organise socialising activities and continuous team-building and playful activities to encourage frontline employees to build strong ties with coworkers. For example, managers may provide various board games in a common area with a coffee break corner and encourage frontline employees to spend free time together either during break or after work. For team building activities, a variety of challenges required teamwork to win is recommended with some team rewards and recognition.

Promoting Supervisor Support

Lastly, supervisor support has also found to play a critical role in promoting frontline employees' job performance through OCB. Supervisors are advised to make frontline employees' job challenging, care about their well-being, understand their career aspiration, and care about their opinions. When frontline employees perceive high quality of those supervisor supports, they are likely to respond by being courteous and respectful to guests and making efforts to delivering excellent service to meet guests' expectations and demands. Thus, hotels should provide training and development programs for supervisors designed to develop a supervisory skill emphasising on being empathy, giving constructive feedback, and task delegations as well as performance management skills (Kang et al., 2015). Once supervisors have those skills, they will be able to provide high-quality support to frontline employees, and ultimately enhance frontline employees LEs' OCB, which lead to superior performance. Hotels should ensure to create this supportive environment as frontline employees always perceive supervisor as an agent of the organisation.

5.3.3 Limitations and Future Research

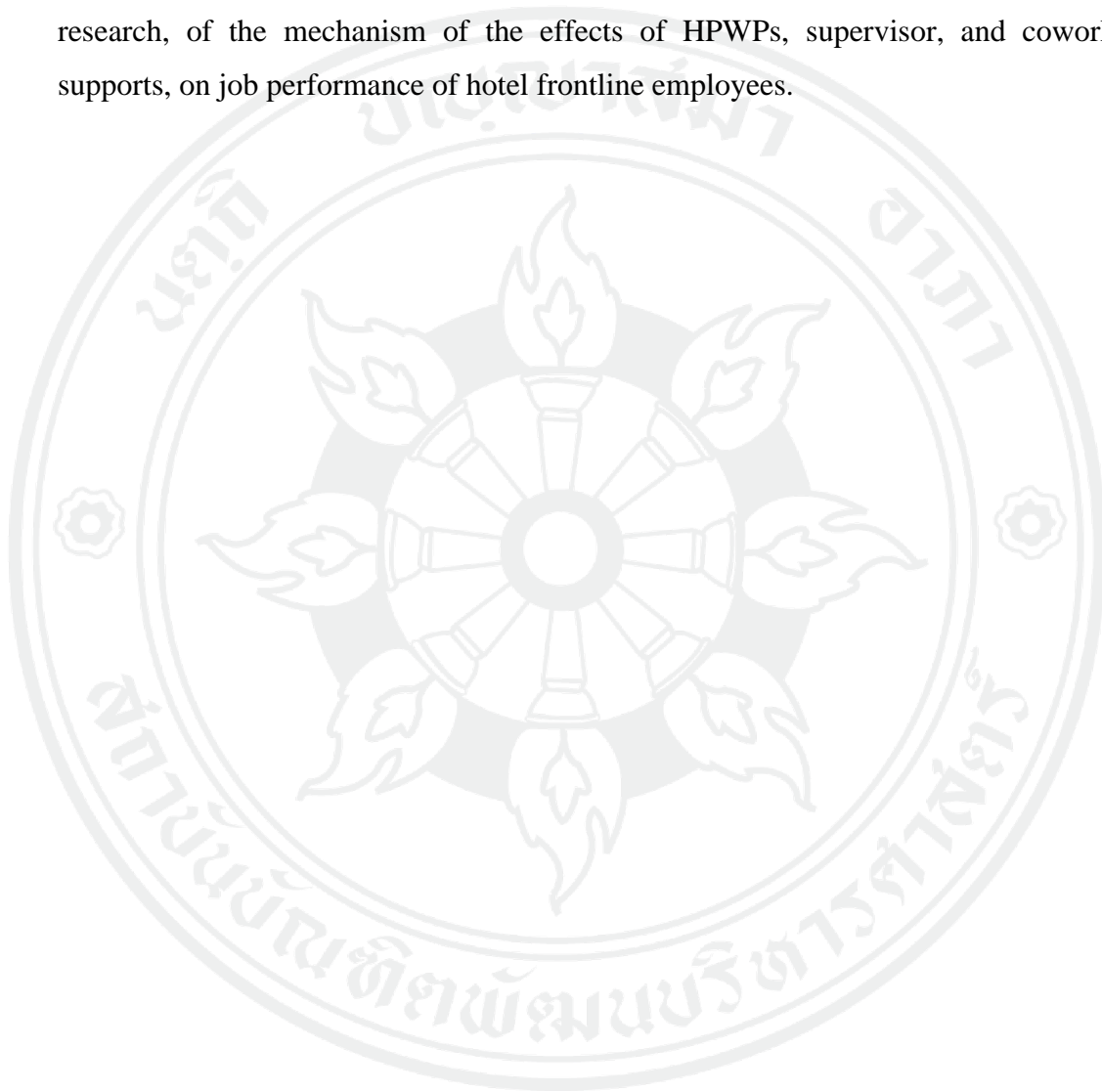
Although the current study has offered a unique theoretical framework with several academic contributions and practical implications discussed above, some limitations in this study should be acknowledged for further studies. First, Thai frontline employees of some four-star hotels in Phuket were the main subject of the study. Accordingly, the results may only be confined to the specific group. Whether the findings can be prolonged to other employees or frontline employees of other hotels in other locations might be an interesting issue for future studies to re-examine the study's model in different cultural contexts, locations, and sectors, to advance the understanding of the relationship between the five focal constructs of this study.

Second, this study employed self-report survey in which data of all items were collected from hotel frontline employees. Owing to data collection constraints, common method bias could not be completely avoided. Specifically, with self-assessment, hotel frontline employees might possibly overestimate their organisational citizenship behaviour and job performance. Thus, using multiple sources of information is recommended to verify this model in the future. In particular, the study suggests that future researchers should ideally obtain data regarding the measurement of organisational citizenship behaviour and job performance from immediate supervisors or coworkers to reduce bias and bring insightful information on frontline employees' behaviours. However, it will only be possible if supervisors and coworkers have plenty of time to complete a survey for all frontline employees.

Third, the current study selected six critical indicators, selective staffing, rewards, training, empowerment, job security, and career opportunity, frequently used for HPWPs in the service sector. Future studies may incorporate other possible useful indicators for HPWPs, such as performance appraisal, teamwork, job design, information sharing and quality of work-life balance (Al-Refaie, 2015; Aybas & Acar, 2017; Chen et al., 2017; Karatepe & Olugbade, 2016). The incorporation of those indicators in the measurement of HPWPs in the model may further extend the understanding of their relationships with organisational citizenship behaviour and job performance of hotel frontline employees.

Finally, this study only engaged OCB as a single mediator of the impacts of HPWPs, supervisor, and coworker supports, on job performance of frontline employees

of four-star hotels in Phuket. Future researchers are encouraged to incorporate other meaningful motivational variables, such as work engagement, job satisfaction, and organisation commitment, which are claimed to mediate the effects of HPWPs, supervisor, and coworker supports, on positive employee outcomes. Incorporating all these mediators will enhance our current knowledge, particularly in the hospitality research, of the mechanism of the effects of HPWPs, supervisor, and coworker supports, on job performance of hotel frontline employees.



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APPENDICES



APPENDIX A

QUESTIONNAIRE

แบบสอบถาม

ความล้มเหลวเชิงสาเหตุของการจัดการทรัพยากรมนุษย์ การสนับสนุนจากหัวหน้างานและเพื่อนร่วมงานที่มีอิทธิพลต่อพฤติกรรมการเป็นสมาชิกที่ดีขององค์กรซึ่งส่งผลต่อการปฏิบัติหน้าที่ของพนักงานส่วนหน้าของโรงแรมระดับสี่ดาวในจังหวัดภูเก็ต”

เรียนท่านผู้ตอบแบบสอบถาม

คำชี้แจง

1. งานวิจัยครั้งนี้เป็นส่วนหนึ่งของวิทยานิพนธ์ของนางสาวญาณภา บุญประกอบ นักศึกษาปริญญาเอก โดยมี ผู้ช่วยศาสตราจารย์ ดร. แสงแข บุญศิริ เป็นอาจารย์ที่ปรึกษาวิทยานิพนธ์ในชื่อโครงการวิจัยข้างต้น วิทยานิพนธ์ฉบับนี้มีเป้าหมายเพื่อการศึกษาเรียนรู้ รวมทั้งเพื่อประโยชน์และความก้าวหน้าทางวิชาการในด้านการพัฒนาทรัพยากรมนุษย์ในธุรกิจโรงแรมของประเทศไทย
2. “พนักงานส่วนหน้า” ในการวิจัยครั้งนี้หมายถึง พนักงานโรงแรมระดับปฏิบัติการที่มีบทบาทหรือหน้าที่ที่ต้องปฏิสัมพันธ์ (contact) กับลูกค้าหรือให้บริการแก่ลูกค้าทางตรงหรือทางอ้อม เช่น พนักงานในแผนกต้อนรับ (Front Office) พนักงานแผนกอาหารและเครื่องดื่ม (Food and Beverage) พนักงานในส่วนของโรงแรมบ้าน (Housekeeping) หรือ พนักงานในแผนกอื่นๆ เช่น สปา ส่วนจัดงาน events ที่ต้องทำหน้าที่ให้บริการแก่ลูกค้า
3. ผู้ตอบแบบสอบถามต้องเป็นพนักงานส่วนหน้าที่เป็นพนักงานประจำ (Full-time) และผ่านช่วงทดลองงานแล้วเท่านั้น
4. ขอความอนุเคราะห์ท่านตอบแบบสอบถามตามความเป็นจริงของท่าน และขอความกรุณาตอบให้ครบถ้วนทุกข้อ

ดิฉันขอรับรองว่าจะเก็บข้อมูลไว้เป็นความลับ และผลการวิจัยจะนำเสนอในลักษณะภาพรวมของโรงแรมหลายๆ โรงแรมรวมกัน จึงไม่เกิดผลกระทบต่อด่วนท่านหรือหน่วยงาน

ผู้วิจัยขอขอบพระคุณในความร่วมมือของท่านในการตอบแบบสอบถามครั้งนี้เป็นอย่างดี ซึ่งจะเป็นประโยชน์ทางวิชาการเป็นอย่างยิ่ง จึงขอขอบพระคุณเป็นอย่างสูงอีกครั้งหนึ่ง ณ ที่นี้

ขอแสดงความนับถือ

นางสาวญาณภา บุญประกอบ

นักศึกษาปริญญาเอก สาขาวิชาการจัดการการท่องเที่ยวบูรณาการ

คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์

E-mail: yanapa@gmail.com

เพื่อเป็นการคุ้มครองสิทธิ์ผู้ตอบแบบสอบถามและหน่วยงาน กรุณาอย่าระบุชื่อ รหัสใดๆ หรือชื่อหน่วยงานของท่านในแบบสอบถาม หลังจากตอบแบบสอบถามครบถ้วนแล้ว กรุณาใส่ซองปิดผนึกและส่งกลับผู้แจกแบบสอบถามให้แก่ท่าน

แบบสอบถาม

ส่วนที่ 1 ข้อมูลทั่วไปเกี่ยวกับผู้ตอบแบบสอบถาม

คำชี้แจง โปรดทำเครื่องหมาย ✓ ลงใน ☐ หรือเติมข้อมูลที่เกี่ยวกับท่านตามความเป็นจริง

1. เพศ

☐ ชาย

☐ หญิง

2. อายุ

☐ 18 – 20 ปี

☐ 21 – 29 ปี

☐ 30 – 39 ปี

☐ 40 – 49 ปี

☐ 50 ปี หรือ มากกว่า

3. ระดับการศึกษาสูงสุด

☐ ต่ำกว่ามัธยมปลาย

☐ มัธยมปลาย/ปวช.

☐ อนุปริญญาตรี/ปวส.

☐ ปริญญาตรี

☐ ปริญญาโท

☐ สูงกว่าปริญญาโท

4. สถานภาพการสมรส

☐ โสด

☐ สมรส

☐ หย่าร้าง/หม้าย/แยกกันอยู่

5. ท่านทำงานให้กับโรงแรมแห่งนี้มาแล้วเป็นระยะเวลารวม

☐ ต่ำกว่า 1 ปี (แต่มากกว่า 6 เดือน)

☐ 1 – 5 ปี

☐ 6 – 10 ปี

☐ 11 - 15 ปี

☐ 16 - 20 ปี

☐ มากกว่า 20 ปีขึ้นไป

6. ท่านทำงานสังกัดแผนกใด

☐ แผนกต้อนรับส่วนหน้า

☐ แผนกอาหารและเครื่องดื่ม

☐ แผนกแม่บ้าน

☐ แผนกอื่น ๆ _____ (โปรดระบุ)

7. ตำแหน่งของท่านในปัจจุบัน

8. ด้วยตำแหน่งของท่านในปัจจุบัน ท่านได้มีโอกาสปฏิสัมพันธ์กับลูกค้าโดยตรงในระดับใด

☐ มาก

☐ ปานกลาง

☐ น้อยมาก

9. รายได้ต่อเดือนโดยเฉลี่ย (เงินเดือน, ค่าบริการ, และสวัสดิการอื่นๆ)

☐ น้อยกว่า 15,000 บาท

☐ 15,001 – 20,000 บาท

☐ 20,000 – 25,000 บาท

☐ 25,001 – 30,000 บาท

☐ 30,001 – 40,000 บาท

☐ มากกว่า 40,000 บาท

10. ท่านได้ทำงานในธุรกิจโรงแรมมาเป็นระยะเวลารวมทั้งสิ้น

☐ ต่ำกว่า 1 ปี

☐ 1 – 5 ปี

☐ 6 – 10 ปี

☐ 11 - 15 ปี

☐ 16 - 20 ปี

☐ มากกว่า 20 ปีขึ้นไป

ตอนที่ 2 แบบสอบถามเกี่ยวกับการรับรู้การจัดการทรัพยากรมนุษย์

คำชี้แจง โปรดพิจารณาข้อความที่กำหนดให้ในแต่ละข้อ แล้วทำเครื่องหมาย ✓ ที่ตรงตามความรู้สึกและความ
คิดเห็นของท่านมากที่สุดเพียงคำตอบเดียว

ข้อความ		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
		1	2	3	4	5
Selective Staffing การสรรหาคัดเลือกพนักงาน						
1	โรงแรมของท่านมีความมุ่งมั่นในการคัดเลือกพนักงานที่เหมาะสมกับงาน					
2	ในการคัดเลือกพนักงาน โรงแรมของท่านให้ความสำคัญกับศักยภาพของพนักงานในระยะยาว					
3	โรงแรมของท่านให้ความสำคัญอย่างมากต่อกระบวนการสรรหาพนักงาน					
4	โดยภาพรวมโรงแรมของท่านใช้ความพยายามอย่างมากในการคัดเลือกพนักงาน					
Rewards การให้สิ่งตอบแทน						
5	ถ้าท่านปรับปรุงระดับการให้บริการแก่ลูกค้า ท่านจะได้รับสิ่งตอบแทน					
6	สิ่งตอบแทนที่ท่านได้รับขึ้นอยู่กับการประเมินของลูกค้าที่มีต่อการบริการของท่าน					
7	ท่านได้รับสิ่งตอบแทนเมื่อให้บริการลูกค้าเป็นอย่างดี					
8	ท่านได้รับสิ่งตอบแทนเมื่อแก้ไขปัญหาให้ลูกค้าได้อย่างมีรวดเร็ว					
9	ท่านได้รับสิ่งตอบแทนเมื่อแก้ไขข้อร้องเรียนของลูกค้าได้เป็นที่พึงพอใจ					
Training การฝึกอบรม						
11	ท่านได้รับการฝึกอบรมอย่างต่อเนื่องเพื่อให้สามารถบริการลูกค้าได้อย่างดี					
12	ท่านได้รับการฝึกอบรมด้านบริการอย่างเข้มข้นก่อนทำงานจริงกับลูกค้า					
13	ท่านได้รับการฝึกอบรมถึงวิธีการให้บริการแก่ลูกค้าได้ดียิ่งขึ้น					
14	ท่านได้รับการฝึกอบรมถึงวิธีการรับมือกับลูกค้าที่ร้องเรียน					
15	ท่านได้รับการฝึกอบรมวิธีการจัดการกับปัญหาต่าง ๆ ของลูกค้า					
16	การฝึกอบรมและพัฒนาที่ท่านได้รับ ช่วยปรับปรุงผลการปฏิบัติงาน					

1

ข้อความ		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
		1	2	3	4	5
Empowerment การมอบอำนาจการตัดสินใจ						
17	ท่านได้รับมอบอำนาจให้แก้ปัญหาลูกค้าด้วยตนเอง					
18	ท่านได้รับการส่งเสริมให้แก้ปัญหาของลูกค้าด้วยตนเอง					
19	ท่านไม่จำเป็นต้องขอความเห็นชอบจากหัวหน้าในการแก้ไขปัญหาของลูกค้า					
20	ท่านได้รับการอนุญาตให้สามารถทำได้เกือบทุกอย่างเพื่อแก้ไขปัญหาให้กับลูกค้า					
21	ท่านสามารถเลือกใช้วิธีการในการแก้ไขปัญหาให้กับลูกค้า					
Job Security ความมั่นคงในหน้าที่การงาน						
22	ท่านสามารถคาดหวังที่จะทำงานในโรงแรมแห่งนี้ได้นานตามที่ต้องการ					
23	ท่านคิดว่ามีนัยมากที่พนักงานในโรงแรมนี้จะถูกเลิกจ้าง					
24	ท่านคิดว่าโรงแรมแห่งนี้ให้ความมั่นคงในหน้าที่การงานแก่พนักงาน					
25	ท่านคิดว่าถ้าโรงแรมแห่งนี้เผชิญกับภาวะวิกฤติทางเศรษฐกิจ พนักงานของโรงแรมจะเป็นกลุ่มสุดท้ายที่โดนเลิกจ้าง					
Career Opportunity ความก้าวหน้าในสายอาชีพ						
26	ท่านมีเส้นทางการเจริญเติบโตในสายอาชีพนี้ (Career path) ในโรงแรมแห่งนี้ชัดเจน					
27	ท่านคิดว่าพนักงานที่ทำงานในส่วนที่ต้องปฏิสัมพันธ์กับลูกค้าในโรงแรมนี้ เมื่อต้องการเลื่อนตำแหน่งจะมีโอกาสมากกว่าหนึ่งทางเลือก					
28	ท่านคิดว่าหัวหน้าของท่านรับทราบถึงเป้าหมายและความปรารถนาในอาชีพการงานของท่านในโรงแรมแห่งนี้					

ตอนที่ 3 แบบสอบถามเกี่ยวกับการรับรู้ถึงการสนับสนุนจากหัวหน้างาน

คำชี้แจง โปรดพิจารณาข้อความที่กำหนดให้ แล้วทำเครื่องหมาย ✓ ที่ตรงตามความรู้สึกและความคิดเห็นของท่านมากที่สุดเพียงคำตอบเดียว

ข้อความ		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
		1	2	3	4	5
1	หัวหน้างานของท่านคอยช่วยเหลือให้ท่านทำงานสำเร็จ					
2	หัวหน้างานของท่านเต็มใจที่จะอุทิศตัว เพื่อช่วยท่านทำงาน					
3	หัวหน้างานของท่านมีความภูมิใจเมื่อท่านทำงานสำเร็จ					
4	หัวหน้างานของท่านพยายามทำให้งานของท่านน่าสนใจเท่าที่จะเป็นไปได้					
5	หัวหน้างานของท่านมีความใส่ใจในสวัสดิภาพของท่าน					
6	หัวหน้างานของท่านใส่ใจเกี่ยวกับความคิดเห็นของท่าน					
7	หัวหน้างานของท่านคำนึงถึงเป้าหมายและคุณค่าของท่าน					
8	หัวหน้างานของท่านแสดงความเป็นห่วงเป็นใยท่านเป็นอย่างมาก					

ตอนที่ 4 แบบสอบถามเกี่ยวกับการรับรู้ถึงการสนับสนุนจากเพื่อนร่วมงาน

คำชี้แจง โปรดพิจารณาข้อความที่กำหนดให้ แล้วทำเครื่องหมาย ✓ ที่ตรงตามความรู้สึกและความคิดเห็นของท่านมากที่สุดเพียงคำตอบเดียว

ข้อความ		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
		1	2	3	4	5
Emotional Support การสนับสนุนทางด้านอารมณ์						
1	เพื่อนร่วมงานของท่านชื่นชมเมื่อท่านประสบความสำเร็จในการทำงาน					
2	เพื่อนร่วมงานของท่านใช้เวลาในการรับฟังความกังวลของท่าน					
3	เพื่อนร่วมงานของท่านทำให้ท่านรู้สึกอบอุ่นในการทำงานในแผนกเดียวกัน					
4	เพื่อนร่วมงานของท่านแสดงความห่วงใยและเอื้อเฟื้อเผื่อแผ่ต่อท่านแม้ในช่วงเวลาที่ยากลำบาก					
5	เพื่อนร่วมงานของท่านให้ความสนใจในตัวท่าน					
6	เพื่อนร่วมงานของท่านพยายามให้กำลังใจท่านในวันที่ท่านกำลังเจอเรื่องแย่ๆ					
Instrumental Support การสนับสนุนทางด้านเครื่องมือ (เช่น เวลา แรงงาน หรือข้อมูล)						
7	เพื่อนร่วมงานของท่านช่วยเหลือท่านเมื่อมีงานล้นมือ					
8	เพื่อนร่วมงานของท่านช่วยเหลือท่านอย่างเต็มที่เมื่อท่านมีปัญหาเกี่ยวกับงาน					
9	เพื่อนร่วมงานของท่านให้ความช่วยเหลือท่านในยามที่ท่านต้องการ					
10	เพื่อนร่วมงานของท่านให้ความช่วยเหลือท่านเมื่อท่านได้รับมอบหมายงานที่ยุ่งยาก แม้ว่าท่านจะไม่ได้ขอความช่วยเหลือโดยตรงก็ตาม					
11	เพื่อนร่วมงานของท่านให้คำแนะนำท่านในสิ่งที่เกี่ยวข้องกับงานที่ท่านต้องทำ					

ตอนที่ 5 แบบสอบถามเกี่ยวกับการพฤติกรรมกาเป็นสมาชิกที่ดีต่อองค์กร

คำชี้แจง โปรดพิจารณาข้อความที่กำหนดให้ แล้วทำเครื่องหมาย ✓ ที่ตรงตามความรู้สึกและความคิดเห็นของท่านมากที่สุดเพียงคำตอบเดียว

ข้อความ		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
		1	2	3	4	5
พฤติกรรมกาเป็นสมาชิกที่ดีต่อองค์กรที่มุ่งสู่บุคคล						
1	ท่านช่วยเหลือเพื่อนร่วมงานเมื่อเขามีงานล้นมือ					
2	ท่านช่วยเพื่อนร่วมงานที่ขาดงานทำงานของพวกเค้าจนเสร็จ					
3	ท่านรับฟังปัญหาและความกังวลของเพื่อนร่วมงาน					
4	ท่านใช้ความพยายามอย่างเต็มที่ในการช่วยเหลือเพื่อนร่วมงานใหม่ๆ					
5	ท่านใส่ใจเพื่อนร่วมงานของท่าน					
6	ท่านมักบอกต่อเกี่ยวกับประกาศและข่าวสารต่างๆ ของโรงแรมไปยังผู้ร่วมงานของท่าน					
พฤติกรรมกาเป็นสมาชิกที่ดีต่อองค์กรที่มุ่งสู่องค์กร						
7	ท่านมักจะแจ้งให้ทราบล่วงหน้าหากท่านไม่สามารถมาทำงานได้					
8	การเข้างาน (Attendance) ของท่านสูงกว่าเกณฑ์ที่โรงแรมกำหนด					
9	ท่านปฏิบัติตามธรรมเนียมปฏิบัติภายในเพื่อความเป็นระเบียบเรียบร้อย					
10	ท่านปกป้องทรัพย์สินของโรงแรม					
11	ท่านพูดถึงสิ่งดีๆ เกี่ยวกับโรงแรมของท่านกับบุคคลภายนอก					
12	ท่านต้องการบอกคนข้างนอกว่าโรงแรมนี้เป็นสถานที่ที่ดีในการทำงาน					
13	ท่านส่งเสริมสินค้า (เช่น ห้องพัก ห้องอาหารและเมนูเครื่องดื่ม) และบริการ (เช่น แพคเกจสปา) ของโรงแรมนี้อย่างกระตือรือร้น					
14	ท่านไม่ร้องเรียนเกี่ยวกับสิ่งที่ไม่สำคัญในที่ทำงาน					
พฤติกรรมกาเป็นสมาชิกที่ดีต่อองค์กรที่มุ่งสู่ลูกค้า						
15	ท่านมีทัศนคติที่ดีในการทำงานเสมอ					
16	ท่านปฏิบัติตัวสุภาพและให้ความเคารพลูกค้าโดยไม่มีข้อยกเว้นเสมอ					
17	ท่านตอบสนองตามแนวทางการบริการลูกค้าด้วยความเอาใจใส่อย่างสูง					
18	ท่านปฏิบัติต่อคำขอและปัญหาของลูกค้าภายในเวลาที่เหมาะสม					

ข้อความ		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
		1	2	3	4	5
19	ท่านปฏิบัติหน้าที่ด้วยความผิดพลาดที่น้อยมาก					
20	ท่านส่งเสริมการขายสินค้าและบริการของโรงแรมแก่ลูกค้าอย่างจริงจัง					
21	ท่านออกความคิดเห็นมากมายสำหรับการส่งเสริมการขายและการสื่อสารกับลูกค้า					
22	ท่านให้คำแนะนำที่สร้างสรรค์เพื่อปรับปรุงการบริการ					

ตอนที่ 6 แบบสอบถามเกี่ยวกับการปฏิบัติตามหน้าที่ของพนักงาน

คำชี้แจง โปรดพิจารณาข้อความที่กำหนดให้ แล้วทำเครื่องหมาย ✓ ที่ตรงตามความรู้สึกและความคิดเห็นของท่านมากที่สุดเพียงคำตอบเดียว

ข้อความ		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	เห็นด้วย	เห็นด้วยอย่างยิ่ง
		1	2	3	4	5
1	ท่านทำหน้าที่ที่ได้รับมอบหมายอย่างสมบูรณ์					
2	ท่านปฏิบัติตามความรับผิดชอบที่ระบุในรายละเอียดงาน (Job Description)					
3	ท่านปฏิบัติงานได้ตามความคาดหวังของโรงแรมหรือหัวหน้า					
4	ท่านมีส่วนร่วมในกิจกรรมที่จะส่งผลโดยตรงต่อการประเมินผลงานของท่าน					
5	ท่านปฏิบัติงานต่าง ๆ ที่ท่านต้องปฏิบัติได้เป็นอย่างดี					
6	ท่านสามารถบริหารจัดการหน้าที่ที่สำคัญได้เป็นอย่างดี					
7	ท่านมีความรู้เกี่ยวกับสินค้าและบริการของโรงแรมเป็นอย่างดี					
8	โดยภาพรวมท่านปฏิบัติงานได้ตามคุณภาพที่โรงแรมกำหนด					
9	โดยภาพรวมท่านปฏิบัติงานได้ตามปริมาณงานที่โรงแรมกำหนด					

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