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**Psychological Climate, Work Engagement, Intention to Leave and  
Organisational Citizenship Behaviour in Small Hospitality Businesses.**

A thesis  
submitted in partial fulfilment  
of the requirements for the degree  
of  
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## ABSTRACT

The aim of the current study was to examine the interrelations of important work related variables within small New Zealand based hospitality organisations in order to enhance the understanding of factors that contribute to success within these organisations. Of particular interest was the role of employee work environment perceptions (psychological climate) in relation to employee work engagement, intention to leave and organisational citizenship behaviour directed at the organisation (OCBO). Two theoretical models were tested to investigate the expected role of psychological climate. Model 1 was a mediation model wherein work engagement was expected to mediate between psychological climate, and intention to leave and OCBO. Model 2 took an alternative approach in which psychological climate was posed as a moderator of predicted work engagement-intention to leave and intention to leave-OCBO relationships.

In total, 177 surveys were included in the data analyses. The results provided full support for Model 1, showing significant relationships between all psychological climate dimensions and work engagement. Work engagement in turn was negatively related to intention to leave and positively related to OCBO. Work engagement mediated the relationships between the psychological climate dimensions and intention to leave and OCBO. Little support was found, however, for Model 2. Although, as predicted, there were negative relationships between work engagement and intention to leave, and intention to leave and OCBO, intention to leave was not found to mediate between work engagement and OCBO. More importantly, no moderation effects were observed for the psychological climate dimensions.

No causal inferences may be drawn from the results of this study.

Nevertheless, the findings do suggest that psychological climate has an important

role to play in determining levels of work engagement, which in turn impacts on employee intentions to leave their jobs and to voluntarily demonstrate behaviours that can enhance organisational effectiveness. Additionally, the negative correlations between intention to leave and OCBO indicate that employees who are seriously entertaining the idea of exiting the organisation may reduce their levels of OCBO.

It is suggested that owners/managers of small hospitality organisations actively focus on modifying aspects of the work environment that are likely to promote favourable work environment perceptions and positively shape employees' work-related affective-cognitive states.

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# TABLE OF CONTENTS

ABSTRACT .....	ii
ACKNOWLEDGEMENTS .....	iv
LIST OF TABLES .....	vii
LIST OF FIGURES .....	viii
CHAPTER 1- INTRODUCTION .....	1
Work Engagement.....	2
Employee Turnover Intentions.....	3
Organisational Citizenship Behaviour .....	4
Psychological Climate.....	6
Purpose of This Research.....	8
Model 1 .....	10
Model 2 .....	18
Summary of Hypotheses .....	29
CHAPTER 2 - METHOD .....	33
Sample.....	33
Measures .....	35
Procedure.....	38
Data Analyses.....	40
CHAPTER 3 - RESULTS.....	43
Factor Analysis .....	43
Descriptive Statistics.....	47
Correlations .....	48
Mediation Testing .....	54

Moderation Testing .....	59
Summary .....	61
CHAPTER 4 - DISCUSSION.....	62
Findings.....	63
Additional Findings.....	76
Practical Implications.....	77
Strengths and Limitations .....	78
Future Research.....	80
Conclusion .....	82
REFERENCES.....	83
APPENDIX A .....	104
APPENDIX B .....	113

## LIST OF TABLES

Table 1. Demographics .....	34
Table 2. Descriptive Statistics.....	47
Table 3. Correlations .....	49
Table 4. Correlations Between Criterion and Demographic Variables.....	51
Table 5. Independent Samples T-test: Criterion and Demographic Variables.....	52
Table 6. One-Way ANOVA: Criterion and Demographic Variables .....	53
Table 7. Mediated Regression Testing: Hypotheses 4a-e .....	56
Table 8. Mediated Regression Testing: Hypotheses 5a-e .....	57
Table 9. Mediated Regression Testing: Hypothesis 7.....	58
Table 10. Hierarchical Regression of ITL and OCBO.....	60

## LIST OF FIGURES

Figure 1. Model 1.....	11
Figure 2. Model 2.....	19

## CHAPTER 1- INTRODUCTION

The hospitality industry is highly competitive, and achieving and maintaining optimal organisational effectiveness is essential for organisations operating within this dynamic environment (Nadiri & Tanova, 2010). The aim of this research was to gain a better understanding of the factors that promote the success of organisations operating within the hospitality industry of New Zealand. Staff retention and organisational citizenship behaviour (OCB), referring to discretionary employee behaviours (Organ, 1988), are critical for the success of these organisations. High staff turnover continues to be one of the major challenges faced by managers working within the hospitality industry (Tracey & Hinkin, 2008) and has been described as one of its distinguishing characteristics (Carbery, Garavan, O'Brien, & McDonnell, 2003). Staff turnover often carries with it significant expenses related to the recruitment, development and retention of employees (Tracey & Hinkin, 2008). One of the best predictors of actual staff turnover is the intentions of employees to leave or remain within an organisation (Tett & Meyer, 1993), and this was explored in this study.

OCB, beneficial discretionary employee behaviour, has also been shown to be relevant within the hospitality industry through its contribution to organisational performance (Bettencourt & Brown, 1997; Walz & Niehoff, 2000). Other factors that are relevant to organisational effectiveness in the hospitality industry are psychological climate and work engagement. Psychological climate, the subjective work environment perceptions of employees (James & Jones, 1974), has been linked to various individual level outcomes considered important to organisational success, such as employee attitudes, intention to leave, motivation, psychological well-being and job performance (Hwang & Chang, 2009; Parker et al., 2003).

Work engagement, referring to an employee's overall feelings and thoughts regarding their work (Schaufeli, Salanova, González-Romá, & Bakker, 2002), is not expected to be particularly high among hospitality employees, considering that often the primary personal motivations behind taking base-level hospitality jobs are driven by convenience and financial need (Lucas & Ralston, 1997; Zampoukos & Ioannides, 2011). This is evidenced by the fact that students usually make up a considerable proportion of the hospitality labour market. This type of job seeker typically requires flexible work which offers a means to fund their education, and that requires few skills, most of which can be rapidly learned (Choudhury & McIntosh, 2013; Lucas & Ralston, 1997; Zampoukos & Ioannides, 2011). However, work engagement has been gaining increasing attention as evidence mounts of its association with important employee outcomes (Hakanen, Bakker, & Schaufeli, 2006; Saks, 2006) and organisational outcomes (Harter, Schmidt, & Hayes, 2002; Salanova, Agut, & Peiro, 2005; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009).

This study examined intention to leave and organisational citizenship behaviour in relation to work engagement and psychological climate within the context of small hospitality organisations.

### **Work Engagement**

Kahn (1990) first described personal engagement as the application of one's physical, emotional and cognitive self into one's work. In recent years there has been an increasing literature on the topic of work engagement as interest in the subject grew among researchers. A popular and widely adopted view of work engagement is that of Schaufeli et al. (2002, p. 74) who defined it as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". It is described as being a steady and pervasive affective-

cognitive attitude. Highly engaged employees are likely to generally demonstrate stamina in their job, experience it as meaningful and stimulating, and become deeply and happily immersed in their work. Work engagement has been linked to important organisational and individual outcomes, such as organisational commitment (Hakanen et al., 2006), productivity (Bakker, Demerouti, & Verbeke, 2004; Rich, Lepine, & Crawford, 2010), employee absence (Schaufeli, Bakker, & Van Rhenen, 2009), job satisfaction (Giallonardo, Wong, & Iwasiw, 2010) financial performance (Xanthopoulou et al., 2009), task performance and OCB (Rich et al., 2010), customer loyalty and service climate (Salanova et al., 2005).

Work engagement is composed of three dimensions (vigour, dedication and absorption). However, some researchers have focused on overall work engagement rather than the three components, which are closely interrelated (Hallberg & Schaufeli, 2006; Seppälä et al., 2009). This approach was adopted in the current study. Rather than isolate the three dimensions of work engagement and examine each one separately in relation to the variables of interest, the dimensions were combined and work engagement treated as one global construct.

### **Employee Turnover Intentions**

The high rates of employee turnover within the hospitality sector may be partly attributed to the fact that hospitality offers convenient jobs for the transient workforce as well as those temporarily requiring a supplementary income (Choudhury & McIntosh, 2013). Staff turnover and short tenured jobs seem to be an almost inherent part of the hospitality industry. However, efforts can be made to retain employees for as long as possible rather than, for example, losing them to other hospitality organisations. Staff turnover is an important indicator of organisational performance (Cho, Woods, Jang, & Erdem, 2006). As staff

turnover increases, expenses increase and revenues decrease (Tracey & Hinkin, 2008).

The costs related to the replacement of employees can be traced to five major areas. These are predeparture, recruitment, selection, orientation and training, and productivity loss. Predeparture costs are incurred through, for example, time spent by other members of staff on various administrative activities related to the exiting of the employee. Productivity loss constitutes the most significant source of cost. Total productivity loss results from a decline in productivity of an employee who is about to depart, from employees assisting new employees, from the natural learning curve in the initial stages of a new job and, finally, from lost revenues or sales resulting from the vacancy left by the departed employee.

Given that intention to leave is one of the best predictors of actual turnover (Tett & Meyer, 1993), it makes sense to identify variables that are associated with intention to leave to enhance employee retention. The intentions of employees to leave or remain within an organisation have many different labels, including turnover intention, intention to quit and intention to stay. In this thesis, the term 'intention to leave' is used.

### **Organisational Citizenship Behaviour**

With the hospitality industry being highly labour intensive as well as highly competitive, understanding ways to motivate employees to go beyond formal performance requirements offers a means of enhancing an organisation's competitive advantage (Motowidlo & Van Scotter, 1994). This discretionary effort has been referred to as extra-task-related behaviour (Chiang & Birtch, 2011), contextual behaviour (Motowidlo & Van Scotter, 1994), extra-role behaviour (Bettencourt & Brown, 1997; Van Dyne & LePine, 1998) and prosocial

behaviour (Brief & Motowidlo, 1986). Another commonly used term is organisational citizenship behaviour (OCB; Bateman & Organ, 1983; Organ, 1988). Organ's (1988) definition of OCB is also the most widely accepted. He described the construct as the voluntary actions of employees that extend beyond their role requirements, are not formally rewarded yet contribute to the overall effectiveness of an organisation.

OCB has been linked to various predictors of organisational performance. These include indicators of organisational effectiveness such as decreased customer complaints, improved customer perceptions of the quality of restaurant performance, higher customer satisfaction, better operating efficiency and revenue generated per full-time employee equivalent (Walz & Niehoff, 2000). Fisher, McPhail, and Menghetti (2010) reported a positive association between OCB and hotel profitability in a study of Chinese and Mexican hotels. This finding was consistent with previous longitudinal research within which OCB was found to be a key determinant of unit-level profitability within a chain of North American restaurants (Koys, 2001). A literature search yielded only one study examining OCB within a New Zealand hospitality context (O'Driscoll, Pierce, & Coghlan, 2006). The authors confirmed a link between work environment structure and OCB, with low levels of formal structure, and thus opportunities to practice autonomy and participate in job-related decision making, being associated with OCB.

A popular conceptualization of OCB has been as a multidimensional construct in which work-related behaviours are categorised into one of five groups, namely altruism, conscientiousness, civic virtue, sportsmanship and courtesy (Organ, 1994). The dimensionality of OCB has been subject to considerable debate with some questioning the benefit of using separate

dimensional measures of OCB rather than a single general measure (Hoffman, Blair, Meriac, & Woehr, 2007; LePine, Erez, & Johnson, 2002). Williams and Anderson (1991) suggested a two-dimensional view of OCB, differentiating OCB according to its beneficiaries. The two dimensions were labelled OCBO, referring to behaviours that benefit the organisation (such as those falling under the labels of sportsmanship, civic virtue and conscientiousness), and OCBI, referring to behaviours directed at individual employees (e.g. altruism and courtesy).

This study focussed only on OCBO as OCBI was not deemed relevant to the purpose of the study. The broad aim of the study was to provide a better understanding of factors closely related to organisational performance. Though OCBI indirectly may contribute to organisational performance, this is a secondary outcome of helping behaviour directed primarily at employees within the organisation. The intent of OCBI is not necessarily to improve the success of the organisation. OCBO, however, implies intentional action directed at the organisation to aid in its functioning and success.

### **Psychological Climate**

‘Climate’ is a psychological construct that has received substantial attention and been the subject of much research, yet there has been inconsistency in its conceptualization and ambiguity regarding its parameters (Parker et al., 2003). Discourse on this subject can be traced back to Lewin (1939), who first talked about the psychological field or ‘life space’ within which people exist and its influence on their actions. Psychological climate refers to the perceptions individuals hold about aspects of their work environment such as organisational practices and procedures. James and Jones (1974) proposed differentiating between climate as an organisational attribute versus an individual attribute underpinned by individual psychological processes. In the latter case, climate is

measured at the individual level and referred to as ‘psychological climate’. When there is a general consensus of individual perceptions of the organisation, that is, psychological climates are largely shared among employees of the same organisation, an ‘organisational climate’ can be said to exist (James et al., 2008). The focus of the current research was the measurement of individual employees’ perceptions of their work environment and their possible relation to other individual attitudinal and behavioural outcome variables; therefore psychological climate, rather than organisational climate, was the variable of interest in the present study.

Psychological climate may play a vital role in work engagement, employee intention to leave and OCBO. In brief, focusing on improving the perceptions of employees of their work environment may offer a way of positively influencing individual level outcomes, and ultimately indirectly business level outcomes, through basic human resource management practices. To date, psychological climate has received comparatively limited attention within the hospitality industry (Manning, Shacklock, Bell, & Manning, 2012) and climate measures have been mostly developed outside of the hospitality industry (Jones & James, 1979; Patterson et al., 2005; Ryder & Southey, 1990). However, calls for developing instruments based on hospitality samples (Davidson, Manning, Timo, & Ryder, 2001) have resulted in two scales that identify dimensions which are important within the hospitality industry specifically (Manning, Davidson, & Manning, 2004; Manning, 2010).

Psychological climate dimensions have also been purported to differ across the size of the hospitality establishment (Manning, 2010), with climate dimensions concerning rostering practices, interpersonal conflict and job standards and objectives identified as more relevant to employees in smaller

organisations than those in larger hospitality organisations. The psychological climate dimensions of interest in the current study were: supervisor support, regulations and organisation, rostering, work group cooperation and friendliness and interpersonal conflict, as measured by the Psychological Climate Scale for Small Businesses (PCS-SB; Manning, 2010).

*Supervisor support* refers to the extent to which the supervisor is perceived to facilitate the accomplishment of work goals and interpersonal relationships, encourage upward interaction, value employee contributions and is consistent in his or her treatment of employees. *Regulations and organisation* refers to the extent to which employees perceive that inadequate regulations and poor organisation hinder their job performance, examples being a lack of effective communication, poorly coordinated job roles, and micromanagement of employee actions and decisions. *Rostering* refers to the degree to which employees are consulted, considered and accommodated in respect to their work rosters. It concerns schedule predictability, flexibility and stability. *Work group cooperation and friendliness* refers to employee perceptions of levels of friendliness, cooperation and trust between members within a work unit, including the supervisor. *Interpersonal conflict* refers to perceived levels of hostility and rivalry between and within work groups.

### **Purpose of This Research**

Considering the extrinsically focused motivations to take hospitality roles, it may be reasonably assumed that not all employees will apply themselves with vigour to their roles, become happily and totally absorbed in their work or experience a sense of meaningfulness in their jobs. This lack of engagement with their work may contribute to the desires and intentions of employees to want to leave an organisation. Furthermore, employees with high intentions to leave are

likely to be less productive than those with longer-term commitment to the organisation (Tracey & Hinkin, 2008). It would thus be unlikely that employees intending to leave will go beyond their absolute role requirements for the benefit of the organisation, especially without the promise of reward or the threat of punishment.

Small businesses have been underrepresented in academic research, including tourism and hospitality research, despite the fact that they make up a significant proportion of the hospitality industry (Tinsley & Lynch, 2008). In New Zealand 97% of all businesses are classed as small to medium enterprises (Small Business Advisory Group, 2012). Small to medium enterprises, as used in the current study, are organisations which employ up to 19 full-time employees, or the equivalent thereof. Small businesses tend to face resource constraints beyond those of larger organisations (Bridge & O'Neill, 2013). In New Zealand the closure rate of small businesses has been steadily increasing since 2003 (Small Business Advisory Group, 2012). This could be partly due to an insufficient understanding of the factors that influence employee behaviours and work attitudes as well as a lack of management expertise, which may be typical of small owner operated organisations (Small Business Advisory Group, 2012). Considering this, it is appropriate that the present study focused on small hospitality organisations.

The purpose of this study was to evaluate the relationships between work engagement, intention to leave, and OCBO of employees working within small hospitality organisations. Additionally, it examined the role that psychological climate (supervisor support, regulations and organisation, rostering, work group cooperation and friendliness and interpersonal conflict) may play in explaining work engagement, OCBO and intention to leave. Two models were developed to

explain potential linkages between key variables. The models differ primarily in their prediction of the role of psychological climate in fostering desirable levels of the outcome variables (intention to leave and OCBO). The first model proposes that work engagement will act as a mediator between psychological climate variables, and intention to leave and OCBO. The second model hypothesises that intention to leave will act as a mediator between work engagement and OCBO. However, it adopts an alternative approach to the role of psychological climate. Model 2 predicts that psychological climate will moderate the relationships between work engagement and intention to leave, and intention to leave and OCBO.

### **Model 1**

Model 1 (Figure 1) is a mediation model. This model proposes direct relationships between psychological climate variables and work engagement. It also predicts direct relationships between intention to leave and OCBO. Finally, it expects that work engagement will act as a mediator between psychological climate variables and intention to leave and OCBO.

The depiction of psychological climate as an antecedent of work engagement is in accordance with the general view of psychological climate in organisational literature (Kühnel, Sonnentag, & Bledow, 2012; Parker et al., 2003; Xanthopoulou et al., 2009). Recent studies have adopted a broad view in which psychological climate is proposed to be indirectly related to individual outcomes such as OCB and intention to leave through affective mechanisms such as work engagement (Dawson & Abbott, 2011; Kataria, Garg, & Rastogi, 2013; Shuck, Reio, & Rocco, 2011). It was anticipated that that this model would supplement the current understanding of work engagement.

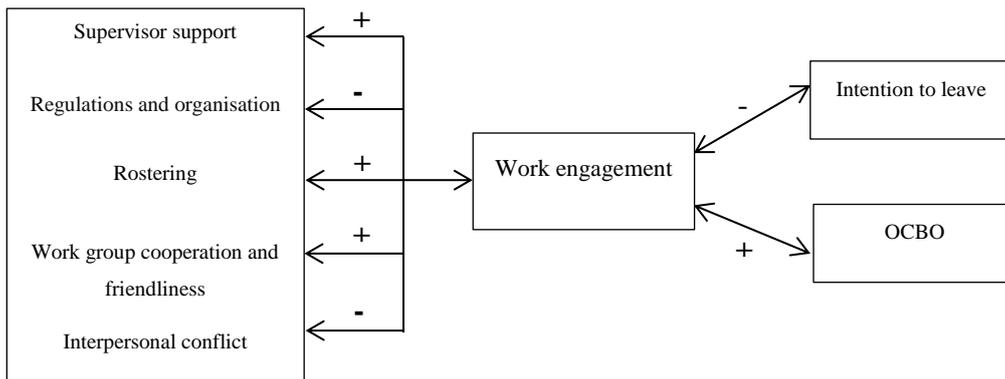


Figure 1. Model 1.

### Psychological Climate as a Predictor of Work Engagement

An individual's interpretations of an environmental attribute, insofar as the environmental attribute is meaningful to that individual, will produce affective responses in that individual (James et al., 2008). This has been repeatedly validated through demonstrations of associations of psychological climate with affective/attitudinal variables such as job involvement and organisational commitment (Parker et al., 2003). More recent studies have reported a link between psychological climate and employee engagement (Kataria et al., 2013; Lee, 2012; Shuck et al., 2011). This is unsurprising considering the substantial support that has been found within the Job Demands-Resources framework for the role of perceived job resources in cultivating work engagement (Bakker, 2011; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Job resources are physical, psychological, social or organisational aspects of the job that facilitate the achievement of work goals and mitigate the potential physical or psychological costs of job demands on employees. Perceived job resources are assumed to influence work engagement through intrinsically motivating employees, by fostering employee development, as well as extrinsically motivating employees, by aiding job performance (Ryan & Deci, 2000; Ryan & Frederick, 1997). This

study focussed on five dimensions of psychological climate taken from Manning (2010). These dimensions are supervisor support, regulations and organisation, rostering, work group cooperation and friendliness, and interpersonal conflict.

**Supervisor support.** Bates (2004) argued that perceptions that management cares about employee well-being and proactively facilitate employees in carrying out their jobs through the provision of resources and inclusion in decision making would encourage employee engagement. This proposed association between manager/supervisor support and work engagement has found considerable support (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007; Bakker, Schaufeli, Leiter, & Taris, 2008; Hakanen et al., 2006; Karatepe & Olugbade, 2009; Schaufeli, Taris, & Van Rhenen, 2008). These studies examined the Job Demands-Resources model (Demerouti et al., 2001), where supervisor support was included as a resource.

Saks (2006) argued for the association between perceived supervisor support and engagement on the basis of social exchange theory (SET), which contends, based on the norm of reciprocity, that the provision of resources by one party will provoke feelings in the receiving party to repay the favour, which in turn creates the obligation on behalf of the first party to reciprocate and so forth (Blau, 1964; Gouldner, 1960). Saks (2006) proposed that perceived supervisor support would encourage employee engagement by creating feelings of obligations for the employee to care about the organisation. Thus, it was expected that:

**Hypothesis 1a:** Supervisor support will be positively related to work engagement.

**Regulations and organisation.** This dimension of psychological climate reflects negative perceptions of organisational aspects relating to regulations and

the coordination of work. This construct, being concerned with organisational and job factors such as communication, planning and coordination, job pressure/autonomy, and role conflict, was expected to be related to work engagement. Longitudinal research investigating the impact of job demands and resources on burnout, work engagement and absenteeism, found autonomy to be a positive predictor of work engagement (Schaufeli et al., 2009). Moreover, Hallberg and Schaufeli (2006) provided evidence for the positive association of autonomy with work engagement and the negative association of role conflict with work engagement. Effective communication has been found to foster work engagement (Lee, 2012; Ten Brummelhuis, Bakker, Hetland, & Keulemans, 2012) . Finally, limited job control, as can result from over- regulation, has been found to be related to poor work engagement (Hornung, Rousseau, Glaser, Angerer, & Weigl, 2010). Given these linkages between characteristics of regulations and organisation and work engagement, it was expected that:

**Hypothesis 1b:** Regulations and organisation will be negatively related to work engagement.

**Rostering.** Rostering practices that are perceived to be considerate and collaborative may lead employees to feel that their well-being is of concern to the organisation. Such practices involve providing employees with a stable number of work hours, allowing them to have a measure of control over the timing and number of work hours (schedule flexibility) and giving adequate notice of changes to their rosters (Lambert & Henly, 2009). As previously mentioned, Saks (2006) drew on SET to explain that employees who feel appreciated and cared for by the organisation or a supervisor may reciprocate by increasing their work engagement. Research has shown that control over one's work schedule is closely

related to perceptions of supervisor support (Swanberg, McKechnie, Ojha, & James, 2011), which has been repeatedly established as an antecedent to work engagement (Bakker et al., 2008; Hakanen et al., 2006; Karatepe & Olugbade, 2009; Schaufeli et al., 2008), thus explaining the expected link between rostering and work engagement. Furthermore, a study of a sample of hourly workers in the United States found strong support for an association between perceived schedule control in terms of hours worked and levels of work engagement (Swanberg et al., 2011). This finding is in accordance with that of Richman, Civian, Shannon, Hill, and Brennan (2008), who established a positive link between perceived flexibility (i.e. control over working schedule) and work engagement. It was therefore predicted that:

**Hypothesis 1c:** Rostering will be positively related to work engagement.

**Work group cooperation and friendliness.** The work group cooperation and friendliness subscale of psychological climate in the current study (Manning, 2010) specifically measures perceptions of cooperation, friendliness and trust within the work group. In hospitality the delivery of a quality service experience to the customer is often the product of several members of a group working together. Kühnel et al. (2012) demonstrated a causal link between the day-specific psychological climate (measuring perceptions of a pleasant team atmosphere) and day-specific work engagement of human resource employees. It was reasoned that positive intra-work group perceptions are a crucial resource in environments where employees need to cooperate in teams to accomplish work tasks, explaining that a pleasant atmosphere fulfils employee needs for relatedness (Deci & Ryan, 1985). Weigl et al. (2010) found positive relationships between perceived quality of social relationships and cooperation among co-workers, including supervisors,

and work engagement. Finally, trust between colleagues has been empirically linked to higher levels of work engagement (Agarwal, 2014). It is understandable that poor relations with work group members may result in decreased feelings of engagement with one's work, as the work itself is likely to involve engaging with work group members. Conversely, positive perceptions of group relations would be linked with higher engagement in one's work. Based on this reasoning it was predicted that:

**Hypothesis 1d:** Work group cooperation and friendliness will be positively related to work engagement.

**Interpersonal conflict.** The interpersonal conflict subscale of psychological climate measures perceptions of trust, friction and conflict within and between work group members. Based on the same logic used to argue for a positive relationship between work group cooperation and friendliness and work engagement, it was expected that poor relations within the work group, or, more specifically, perceptions of conflict within the work group, are likely to be related to low levels of work engagement. Interpersonal conflict has been shown to be negatively linked to work engagement (Sulea et al., 2012). It follows that if perceptions of trust and work group climate and cooperation are positively related to work engagement (Agarwal, 2014; Weigl et al., 2010), a lack of trust and high levels of conflict and friction would be negatively related to work engagement. It was therefore predicted that:

**Hypothesis 1e:** Interpersonal conflict will be negatively related to work engagement.

## **Work Engagement as a Predictor of Intention to Leave**

Work engagement has repeatedly been shown to be negatively related to intention to leave (Bhatnagar, 2012; Hallberg & Schaufeli, 2006; Saks, 2006; Shuck et al., 2011) as well as actual staff turnover (de Lange, De Witte, & Notelaers, 2008; Harter et al., 2002). Given that low work engagement implies a lack of enthusiasm, identification, pride, attachment, resilience or focus regarding one's work, it is understandable that employees low in work engagement are more likely to entertain the idea of leaving their job than those high in work engagement (Halbesleben & Wheeler, 2008). Work engagement is clearly an important factor to consider in understanding turnover intention. It was expected that:

**Hypothesis 2:** Work engagement will be negatively related to intention to leave.

## **Work Engagement as a Predictor of OCBO**

Engagement has found considerable support as an antecedent to discretionary performance behaviours measured as extra-role performance (Bakker & Demerouti, 2008; Bakker et al., 2004) and OCBO (Rich et al., 2010; Saks, 2006; Sulea et al., 2012). Employees who are highly engaged generally also perform more OCBO than employees with lower levels of engagement. One interpretation of this phenomenon is that engaged employees are physically healthier (Hakanen et al., 2006; Schaufeli & Bakker, 2004) and thus more capable of performing better. Another possible explanation that has been put forward is that the positive affect experienced by engaged workers leads them to be more outgoing and helpful (Cropanzano & Wright, 2001). Sundaray (2011) suggested that engaged employees are concerned about the future of the organisation and

therefore are more inclined to expend discretionary efforts to aid in its performance. It was proposed that:

**Hypothesis 3:** Work engagement will be positively related to OCBO.

### **Work Engagement as a Mediator**

Carr, Schmidt, Ford, and DeShon (2003) posited that aspects of climate act to influence work outcomes through its impact on affective states. This corresponds with other studies in which climate has been viewed as an antecedent to affective responses (Dawson & Abbott, 2011; James & Tetrick, 1986), including employee engagement (James et al., 2008; Wollard & Shuck, 2011). Research provides strong support for the mediating role of work attitudes in the relationship between psychological climate and performance-related constructs such as citizenship behaviour (Parker et al., 2003). In recognition of the value of worker engagement to desirable individual and organisational outcomes, Shuck et al. (2011) attempted to uncover the underlying conditions that promote work engagement. They proposed a model in which employee engagement mediated between psychological climate and discretionary effort and intention to leave. At the correlational level all variables were significantly related, however, contrary to expectations, no evidence was found for engagement as a mediator of psychological climate and discretionary effort or intention to leave. The authors suggested that future studies further investigate these relationships. D'Amato and Zijlstra (2008) had already found support for the link between psychological climate and OCB. Kataria et al. (2013) attempted to fill the gap in understanding the motivational mechanism through which psychological climate influences OCB. Their study extended that of Shuck et al. (2011) and confirmed work engagement as a mediator between psychological climate and OCB.

In line with the models proposed by Shuck et al. (2011) and Kataria et al. (2013), and following from the relationships predicted in Model 1, it was predicted that work engagement would mediate the relationships between psychological climate dimensions and intention to leave, and OCBO. The following relationships were thus proposed:

**Hypothesis 4a-e:** Work engagement will mediate the relationship between psychological climate dimensions and intention to leave.

**Hypothesis 5a-e:** Work engagement will mediate the relationship between psychological climate dimensions and OCBO.

## **Model 2**

Model 2 (Figure 2) predicts relationships between work engagement and intention to leave, and intention to leave and OCBO. Moreover, psychological climate dimensions relating to supervisor support, regulations and organisation, rostering, work group cooperation and friendliness and interpersonal conflict are expected to moderate these relationships.

Research to date has tended to focus on psychological climate as an antecedent rather than as a moderator. Model 2, however, conceptualizes psychological climate as a moderator. A literature review did not uncover any published studies investigating the possible moderating effects of psychological climate between work engagement, intention to leave and OCBO. However, although work engagement may relate to intention to leave and intention to leave may relate to OCBO, these are not the only factors that may be important in determining employee intention to leave or OCBO outcomes. Employees who have very positive perceptions of their work environment are likely to recognise the benefits associated with working in that particular organisation and therefore

value their jobs as well as their relationship with the organisation, more than employees who have poor perceptions of their work environment. Work engagement and intention to leave, from this point of view, may become less important when a person is making decisions about leaving the organisation or performing OCBOs, respectively. More particularly, work engagement in hospitality may not be especially high and intention to leave may be undesirably high. Positive psychological climate could potentially buffer the negative relationships that work engagement and intention to leave may have with their respective outcome variables.

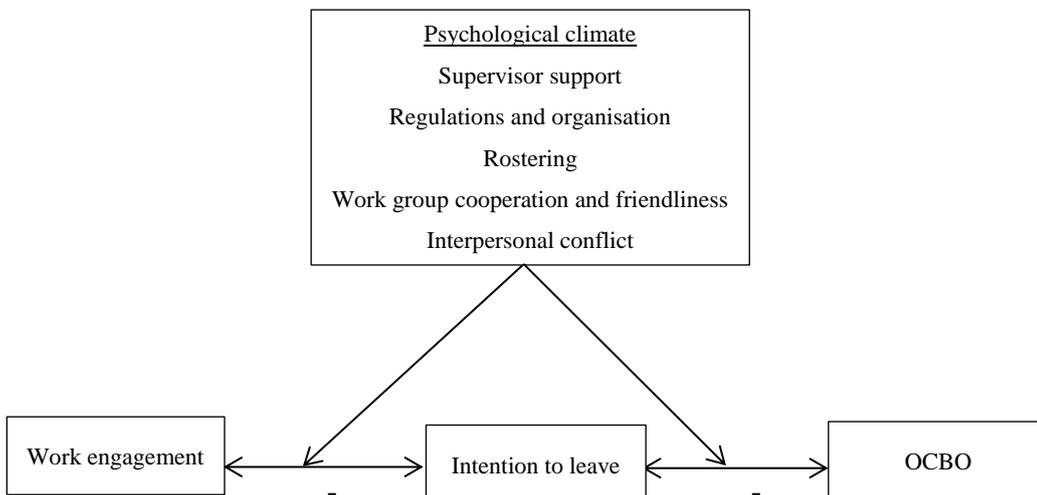


Figure 2. Model 2.

### Work Engagement as a Predictor of Intention to Leave

Model 1 and 2 both predict a relationship between work engagement and intention to leave. Work engagement has been repeatedly shown to negatively predict intention to leave (Halbesleben & Wheeler, 2008). Employees who are highly engaged in their work are likely to be strongly identified with their job, invested in it and attached to it, and are unlikely to want to leave their job or risk giving up the resources associated with the job. In model 2, intention to leave is treated as a mediator rather than an outcome as it was expected that intention to

leave could in turn predict further important work related outcomes such as discretionary employee behaviours.

### **Intention to Leave as a Predictor of OCBO**

Several studies have found support for a negative association between OCBO and intention to leave (Aryee & Yue Wah, 2001; Coyne & Ong, 2007; Paille & Grima, 2011). However, these studies focused on intention to leave as the outcome variable. For example, Chen, Hui, and Segó (1998) used OCB as an index of withdrawal behaviours and suggested that OCB would be negatively associated with employee intention to leave. They proposed that for those with high intentions to leave, a reduction in OCB would be likely as it would not result in any direct negative consequence. In the current study, this same logic was used to argue for the association of intention to leave with employee OCBO. Krishnan and Singh (2010) found support for their prediction that the feelings of detachment from one's organisation that are likely to be present in an employee with high intention to leave may make that employee less likely to perform OCBO.

It was therefore expected that employees with intentions to leave their current organisation would be less likely to tolerate non-ideal work circumstances, to voluntarily participate in any additional areas of the organisation, or to put special effort into being a conscientious worker than employees with lower intentions to leave. The following hypothesis was thus proposed:

**Hypothesis 6:** Intention to leave will be negatively related to employee OCBO.

Given the expected association of work engagement with intention to leave as well as the expected association of intention to leave with OCBO, it could be argued that one of the mechanisms through which work engagement

relates to OCBO is an employee's intention to leave. Given that engagement implies a positive, fulfilling work-related state of mind (Schaufeli & Bakker, 2004), which is often related to improved health and positive work affect (Cropanzano & Wright, 2001; Hakanen et al., 2006), it is conceivable that more highly engaged employees will exhibit reduced intentions to leave and thus greater levels of OCBO. Saks (2006) found a positive association between work engagement and OCBO, providing support for the link between the predictor and outcome variable, which, according to Baron and Kenny (1986), suggests mediation. It was expected that:

**Hypothesis 7:** Intention to leave will mediate the relationship between work engagement and OCBO.

### **Psychological Climate as a Moderator**

This study argues that psychological climate can influence the work engagement-intention to leave relationship and the intention to leave-OCBO relationship through promoting a sense of obligation in employees to care about the organisation and help it be more effective. This logic is based on the previously discussed SET (Blau, 1964; Gouldner, 1960). Employees who positively evaluate their work environment are likely to want to reciprocate in some way. This sense of obligation may manifest itself as a decrease in their intention to leave and an increase in their willingness to perform beyond formal role requirements regardless of levels of work engagement or intention to leave.

A further explanation for the expected moderating role of psychological climate between work engagement and intention to leave is that other factors beyond work engagement could be important in an employee's deliberation to leave an organisation. For example, a good work environment can be as important

to an employee as feeling engaged with a specific work role (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). It is plausible that employees care less about being engaged in their work if they perceive other social, psychological or material benefits to be associated with their job. Liou and Cheng (2010) found that psychological climate dimensions such as support, warmth, conflict and structure were significantly related to intention to leave. These findings are in agreement with those of Hwang and Chang (2009) who showed linkages between rostering, interpersonal conflict and workgroup friendliness, and intention to leave. It is therefore expected that employees who perceive their work environment as supportive, conducive to high performance, flexible, friendly and low in conflict are less likely to have high intentions to leave as a result of low work engagement compared to employees who have negative perceptions of their work environment. Specific hypotheses are discussed below.

**Supervisor support.** Perceived supervisor support has received considerable attention due to its associations with important outcomes such as employee engagement (Bakker et al., 2007; Swanberg et al., 2011) and voluntary turnover (Eisenberger, Stinglhamer, Vandenberghe, Sucharski, & Rhoades, 2002; Van Knippenberg, Van Dick, & Tavares, 2007). Considering its connection to turnover, it is not surprising that perceived supervisor support has also been linked to intention to leave (Manning et al., 2004; Manning, Davidson, & Manning, 2005). Based on SET, employees who are experiencing feelings of disengagement from their work and considering leaving the organisation may feel obliged to care about the organisation by reducing their intention to leave, if they perceive their supervisor to care about their opinions and facilitate their needs.

An additional line of reasoning behind the expected relationships is that working in an environment that is supportive of employees may reduce the

salience of work engagement and the emphasis placed on it in making decisions about leaving the organisation. It was thus predicted that:

**Hypothesis 8a:** Supervisor support will moderate the negative relationship between work engagement and intention to leave. When supervisor support is high, the relationship between work engagement and intention to leave will be weaker than when supervisor support is low.

Employees who have a high desire to leave the organisation may not see it necessary to go beyond their required efforts for the benefit of the organisation, nor may they feel willing to act in such a manner. However, from a social exchange point of view, employees who perceive their supervisor to go beyond what they expect through demonstration of supportive behaviours may be more willing to perform OCBO in spite of possible intentions to leave the organisation. Shanock and Eisenberger (2006) found support for the notion that perceived supervisor support leads to extra-role behaviours. Thus, it was predicted that:

**Hypothesis 8b:** Supervisor support will moderate the negative relationship between intention to leave and OCBO. When supervisor support is high, the relationship between intention to leave and OCBO will be weaker than when supervisor support is low.

**Regulations and organisation.** Employees who have unfavourable perceptions of the organisation's regulations and organisation processes are expected to be more likely to have high intentions to leave as a result of low work engagement than those with more positive perceptions regarding this climate dimension. Formalisation (clarity of roles and communication, rules and procedures) and organisational inflexibility (strict adherence to rules, regulations

and procedures) have been linked to occupational stress (Lapidus, Roberts, & Chonko, 1997; Larson, 2004; Pei & Davis, 1989), which in turn has been linked to increased intention to leave an employer or organisation (Firth, Mellor, Moore, & Loquet, 2004; Khan & Ali; Noor & Maad, 2008). Furthermore, perceptions of communication, another aspect of the regulations and organisation dimension, have been found to be related to turnover intentions (Mohamad, 2008). It was thus hypothesised that:

**Hypothesis 9a:** Regulations and organisation will moderate the negative relationship between work engagement and intention to leave. When employee perceptions of regulations and organisation are negative, the relationship between work engagement and intention to leave will be stronger than when perceptions of regulations and organisation are positive.

Perceptions of unfairness of levels of supervision as well as a perceived lack of autonomy have been linked to reduced OCBO (Bettencourt & Brown, 1997; Raub, 2008). This suggests that when a fair degree of latitude is afforded an employee, this show of trust and freedom engenders an exchange. A balance may be reached in the supervisor-employee relationship as the autonomy awarded by the supervisor is repaid through OCBO. Positive perceptions of communication have also been strongly linked to OCBO (Kandlousi, Ali, & Abdollahi, 2010). Therefore, it was expected that:

**Hypothesis 9b:** Regulations and organisation and regulations will moderate the negative relationship between intention to leave and OCBO. When employee perceptions of regulations and organisation are negative, the relationship between intention to leave and OCBO will be stronger than when perceptions of regulations and organisation are positive.

**Rostering.** Typically, front-line workers in service industries have been reported among those having little control over their work schedules (Lambert, Haley-Lock, & Henly, 2012). Low schedule flexibility has been identified as a contributor to intention to leave (Batt & Valcour, 2003). It was therefore expected that employees with positive perceptions of rostering practices would be less likely to have high intentions to leave as a result of low work engagement than those with negative perceptions of rostering practices. It was predicted that:

**Hypothesis 10a:** Rostering will moderate the negative relationship between work engagement and intention to leave. When perceptions of rostering are positive, the relationship between work engagement and intention to leave will be weaker than when perceptions are negative.

A literature search on dimensions of rostering and OCB yielded a single study. The study identified a positive relationship between schedule flexibility satisfaction and OCBI in a sample of Korean hotel workers (Lee, Nam, Park, & Lee, 2006). It was suggested that appreciative employees were more willing to contribute to the organisation. This is in agreement with the SET view adopted in the current study. It is feasible that employees with positive perceptions of organisational rostering practices would be more likely to perform OCBO in spite of high intention to leave compared to those with poor perceptions of rostering practices. It was thus predicted that:

**Hypothesis 10b:** Rostering will moderate the negative relationship between intention to leave and OCBO. When perceptions of rostering are positive, the relationship between intention to leave and OCBO will be weaker than when perceptions are negative.

**Work group cooperation and friendliness.** Baumeister and Leary (1995) proposed that perceptions of connectedness with others fulfils the human need for relatedness. Research has clearly identified a negative relationship between perceptions of group cooperation and intention to leave (Chiaburu & Harrison, 2008; Kivimäki et al., 2007; Manning et al., 2004; Manning et al., 2005; Scott, Bishop, & Chen, 2003). Similar results were found for the relationship between perceived work group friendliness and warmth, and intention to leave (Hwang & Chang, 2009; Liou & Cheng, 2010). It is probable that positive perceptions of relations within one's work group would reduce the emphasis placed on work engagement in making decisions about leaving the organisation. On the other hand, employees working in an environment where they do not feel a sense of belonging or trust with other group members are more likely to want to leave as a result of low work engagement. It was thus predicted that:

**Hypothesis 11a:** Work group cooperation and friendliness will moderate the negative relationship between work engagement and intention to leave. When work group cooperation and friendliness is high, the relationship between work engagement and intention to leave will be weaker than when work group cooperation and friendliness is low.

Beal, Cohen, Burke, and McLendon (2003) found that work group cohesion was a better predictor of employee performance in work environments where high levels of collaboration are required for task completion. In hospitality, the provision of service is usually the result of the collective effort of the work team. It seems reasonable that if cohesion is related to employee behaviour in relation to core job performance, that it may extend to non-core activities such as OCBO. Work group cohesion has been shown to be positively related to OCBI,

implying that perceptions of positive work group relations result in employees increasing their levels of helping behaviour directed at colleagues (Bettencourt & Brown, 1997; Frenkel & Sanders, 2007). Although the focus of previous studies has been on the OCBI component of citizenship behaviour, taking into account that the supervisor forms part of the work group, it may be argued that helping behaviour oriented toward the supervisor could manifest as OCBO. Also, if high levels of cohesiveness increase the desire of employees to help each other (Kidwell, Mossholder, & Bennett, 1997), this helping behaviour should include OCBO since carrying out OCBO can alleviate the workload and performance pressures for other work group members, including the supervisor. Therefore, it was predicted that:

**Hypothesis 11b:** Work group cooperation and friendliness will moderate the negative relationship between intention to leave and OCBO. When work group cooperation and friendliness is high, the relationship between intention to leave and OCBO will be weaker than when work group cooperation and friendliness is low.

**Interpersonal conflict.** Perceived interpersonal conflict has been shown to be positively related to intention to leave (Hwang & Chang, 2009; Liou & Cheng, 2010). This is in agreement with earlier studies that have found support for a link between withdrawal behaviours such as intention to leave and perceived co-worker antagonism (co-worker behaviours regarded as uncivil, undesirable or even abusive towards each other; Chiaburu & Harrison, 2008). It could be argued that an employee who perceives high levels of conflict and hostility between employees has less to lose in leaving the organisation considering the poor fit with colleagues. Taking this into account, it was expected

that employees who perceive high levels of workplace conflict and friction would be more likely to leave as a result of low work engagement than employees who perceive low levels of conflict. Therefore, it was predicted that:

**Hypothesis 12a:** Interpersonal conflict will moderate the negative relationship between work engagement and intention to leave. When interpersonal conflict is high, the relationship between work engagement and intention to leave will be stronger than when interpersonal conflict is low.

Choi (2010) found that relationship conflict, referring to negative emotions between members of a work group, feelings of emotional friction and general interpersonal incompatibility including distrust and animosity toward each other (Jehn, 1995), was strongly related to a reduction in employee OCBO. This is consistent with prior findings highlighting a negative relationship between interpersonal job stressors such as interpersonal conflict, and OCBI as well as OCBO (O'Brien, 2008). This relationship is unsurprising considering that interpersonal conflict with co-workers is strongly linked to withdrawal behaviours (Chiaburu & Harrison, 2008), which are antithetical to OCB. An explanation for this may be that the stressor, in this case interpersonal conflict, demands cognitive resources to cope thus limiting resources to attend to additional tasks (Martinko, Gundlach, & Douglas, 2002). Additionally, an extensive review of the stress-performance relationship concluded that job stressors perceived as threatening or harmful are generally detrimental to job performance (Gilboa, Shirom, Fried, & Cooper, 2008). It is thus likely that employees who perceive high levels of interpersonal conflict would be more likely to reduce their OCBO as result of high intentions to leave than those who perceive low levels of interpersonal conflict. It was thus predicted that:

**Hypothesis 12b:** Interpersonal conflict will moderate the negative relationship between intention to leave and OCBO. When interpersonal conflict is high, the relationship between intention to leave and OCBO will be stronger than when interpersonal conflict is low.

### **Summary of Hypotheses**

#### **Model 1**

*H1a:* Supervisor support will be positively related to work engagement.

*H1b:* Regulations and organisation will be negatively related to work engagement.

*H1c:* Rostering will be positively related to work engagement.

*H1d:* Work group cooperation and friendliness will be positively related to work engagement.

*H1e:* Interpersonal conflict will be negatively related to work engagement.

*H2:* Work engagement will be negatively related to intention to leave.

*H3:* Work engagement will be positively related to OCBO.

*H4a:* Work engagement will mediate the relationship between supervisor support and intention to leave.

*H4b:* Work engagement will mediate the relationship between regulations and organisation and intention to leave.

*H4c:* Work engagement will mediate the relationship between rostering and intention to leave.

*H4d:* Work engagement will mediate the relationship between work group cooperation and friendliness and intention to leave.

*H4e:* Work engagement will mediate the relationship between interpersonal conflict and intention to leave.

*H5a:* Work engagement will mediate the relationship between supervisor support and OCBO.

*H5b:* Work engagement will mediate the relationship between regulations and organisation and OCBO.

*H5c:* Work engagement will mediate the relationship between rostering and OCBO.

*H5d:* Work engagement will mediate the relationship between work group cooperation and friendliness and OCBO.

*H5e:* Work engagement will mediate the relationship between interpersonal conflict and OCBO.

## **Model 2**

*H6:* Intention to leave will be negatively related to employee OCBO.

*H7:* Intention to leave will mediate the relationship between work engagement and OCBO.

*H8a:* Supervisor support will moderate the negative relationship between work engagement and intention to leave. When supervisor support is high, the relationship between work engagement and intention to leave will be weaker than when supervisor support is low.

*H8b:* Supervisor support will moderate the negative relationship between intention to leave and OCBO. When supervisor support is high, the relationship between intention to leave and OCBO will be weaker than when supervisor support is low.

*H9a:* Regulations and organisation will moderate the negative relationship between work engagement and intention to leave. When employee perceptions of regulations and organisation are negative, the relationship between work engagement and intention to leave will be stronger than when perceptions of regulations and organisation are positive.

*H9b:* Regulations and organisation and regulations will moderate the negative relationship between intention to leave and OCBO. When employee perceptions of regulations and organisation are negative, the relationship between intention to

leave and OCBO will be stronger than when perceptions of regulations and organisation are positive.

*H10a:* Rostering will moderate the negative relationship between work engagement and intention to leave. When perceptions of rostering are positive, the relationship between work engagement and intention to leave will be weaker than when perceptions are negative.

*H10b:* Rostering will moderate the negative relationship between intention to leave and OCBO. When perceptions of rostering are positive, the relationship between intention to leave and OCBO will be weaker than when perceptions are negative.

*H11a:* Work group cooperation and friendliness will moderate the negative relationship between work engagement and intention to leave. When work group cooperation and friendliness is high, the relationship between work engagement and intention to leave will be weaker than when work group cooperation and friendliness is low.

*H11b:* Work group cooperation and friendliness will moderate the negative relationship between intention to leave and OCBO. When work group cooperation and friendliness is high, the relationship between intention to leave and OCBO will be weaker than when work group cooperation and friendliness is low.

*H12a:* Interpersonal conflict will moderate the negative relationship between work engagement and intention to leave. When interpersonal conflict is high, the relationship between work engagement and intention to leave will be stronger than when interpersonal conflict is low.

*H12b:* Interpersonal conflict will moderate the negative relationship between intention to leave and OCBO. When interpersonal conflict is high, the relationship between intention to leave and OCBO will be stronger than when interpersonal conflict is low.

The next chapter discusses the study sample, measures used, and the procedures that were involved in recruiting participants and administering the survey. This is followed by a brief overview of the statistical analyses that were carried out on the data set.

## CHAPTER 2 - METHOD

### Sample

The sample was drawn from a population of employees working within hospitality businesses classed as small to medium according to the Ministry of Economic Development (2011), that is, employing up to the equivalent of 19 full-time staff. Hospitality organisations that participated in this study were located within the Waikato (New Zealand) region. Organisation types included restaurants, caterers, pubs, cafes and take-away outlets. Sixty-four organisations were approached. Out of these, 48 agreed to participate in the study. The survey was open to employees of all positions. Though the main focus of this study was on employees working below the level of senior management, surveys completed by senior managers were included in the research. Due to participant recruitment methods used, it is not possible to provide a specific survey response rate. In total, 197 surveys were completed. Out of these 103 were completed in hard-copy and 94 were completed online. An analysis of the online responses revealed 20 surveys that were either only partially completed or contained answers that were inconsistent. To preserve the quality of the data these 20 cases were excluded from the final data set. Demographic information for the remaining 177 respondents is reported in Table 1. The mean average number of hours worked per week by respondents was less than 30 ( $M = 27.82$ ), indicating that the majority of the sample were employed on a part-time basis. This number is not surprising given that the mean sample age was quite young ( $M = 25$ ) and the mean job and organisation tenure quite low ( $M = 20.33$  months and  $M = 24.25$  months, respectively).

Table 1

*Demographics*

	N	Percent		
<b>Gender</b>				
Female	99	55.9		
Male	77	43.5		
TOTAL	176			
<b>Ethnicity</b>				
European	125	71		
Maori	11	6.3		
Asian	12	6.8		
Pacific Peoples	2	1.1		
Mixed	11	6.3		
Others	15	8.5		
TOTAL	174			
<b>Education</b>				
No formal qualification	3	1.7		
Technical certificate or diploma	37	21.1		
Sixth form certificate or Bursary	36	20.6		
Undergraduate degree/diploma	24	13.7		
NCEA (level 1, 2 or 3)	52	29.7		
Postgraduate degree/diploma	23	13.1		
TOTAL	175			
<b>Hospitality qualification</b>				
Yes	77	43.8		
No	97	55.1		
TOTAL	174			
<b>Position</b>				
Non-Supervisor	62	35.2		
Supervisor	34	19.3		
Senior Manager	80	45.5		
TOTAL	176			
	N	Range	Mean	SD
Age	166	16-62	24.69	7.34
Organisation tenure - months	175	1-120	24.25	22.81
Job tenure – months	175	0-180	20.33	23.88
Hours per week	172	5-60	27.82	13.88

## **Measures**

In this study, data were collected using a survey comprising 78 items. These items were distributed across four sections (Appendix A) measuring OCBO, work engagement and intention to leave, and psychological climate and demographic details, respectively. Information regarding respondents' organisational tenure, job tenure, organisation position, average hours worked per week, educational attainment, age, ethnicity and gender was collected. The survey was developed to be completed in hard-copy or online (using Qualtrics) to allow respondents to choose the method most convenient and thus encourage responding. The survey was piloted on a small sample of people to test for any errors or ambiguities within both the hard-copy and the online survey in terms of instructions, questions, spelling, grammar and formatting. This resulted in both versions of the survey being revised a number of times.

### **Work Engagement**

Work engagement was assessed using the 17-item Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2002). Responses are usually scored on a seven-point rating scale ranging from 0 (never) to 6 (always). To conform with the formatting of the survey used for this study, the response options were presented as ranging from 1 (never) to 7 (always). Although the construct consists of three subscales measuring vigour, dedication and absorption, in the present study an overall index of work-engagement was used. Two independent investigations of the factor structure of work engagement, as measured by the UWES, resulted in the validation of the use of work engagement as either a one-dimensional or a three-dimensional variable (Hallberg & Schaufeli, 2006; Seppälä et al., 2009). However, due to the degree of overlap between the three dimensions, for the purpose of studying work engagement overall, scores on the three

dimensions can be combined. A factor analysis, which will be discussed in the Results chapter, validated the use of a one-factor model of work engagement in this study. Example items of the UWES are: ‘At my work, I feel bursting with energy’, ‘I find the work that I do full of meaning and purpose’, and ‘Time flies when I’m working’. Sonnentag (2003) treated work engagement in the same manner and found it to have excellent internal consistency ( $\alpha = .91$ ). In the present study an alpha of .93 was found.

### **Intention to Leave**

The three item scale developed by Lichtenstein, Alexander, McCarthy, and Wells (2004) was used to measure the intent of an employee to leave their organisation ( $\alpha=.90$ ). The present study yielded an alpha of .93. Items on this scale are typically measured on a five-point Likert-type scale ranging from 1 (agree completely) to 5 (disagree completely). They include: ‘There is a good chance that I will leave this organization in the next year’, ‘I frequently think of leaving this organization’, and ‘I will probably look for a new organization in the next year’. In this study the scale was modified to include seven response options, ranging from 1 (strongly disagree) to 7 (strongly agree) to be consistent with the other scales included in the survey.

### **Organisational Citizenship Behaviour – Organisation**

OCBO was measured with an eight-item scale developed by Lee and Allen (2002), who selected items from a pool of OCB items from previous OCB scales ( $\alpha = .88$ ). Items that clearly reflected behaviours that are beneficial to the organisation or to fellow employees were selected for inclusion in either the OCBO or OCBI subscales, respectively. This study made use of only the OCBO subscale. Items were scored on a seven-point scale with response options ranging

between 1 (never) and 7 (always). Items assessed how often, for example, employees, ‘Defend the organisation when other employees criticize it’, or ‘Offer ideas to improve the functioning of the organisation’. The present study found an alpha of .89 for the OCBO scale.

### **Psychological Climate**

To measure the psychological climate dimensions of supervisor support, regulations and organisation, rostering, work group cooperation and friendliness and interpersonal conflict, the Psychological Climate Scale for Small Businesses developed by Manning (2010) was used. This is a multi-scaled instrument specifically designed for use within small hospitality business samples. The measure comprises 54 items with a seven-point Likert-type scale with response options ranging from 1 (strongly disagree) to 7 (strongly agree). However, only the 41 items related to the five dimensions of interest in this study were included in the present survey. To reduce any ambiguity in the wording of items, all references to an employee’s ‘company’ were changed to ‘organisation’.

*Supervisor support* was measured with the 15-item owner facilitation and support scale ( $\alpha=.95$ ). A factor analysis on this subscale, discussed in more detail in the Results chapter, resulted in a two-factor solution. The two emerging factors were labelled supervisor support and organisational support and had alphas of .90 and .91, respectively. An example item for supervisor support is: ‘My supervisor is interested in listening to what I have to say’. An example item for organisation support is: ‘New staff members get on-the-job training’.

*Regulations and organisation* was measured using the 10-item regulations, organisation and pressure subscale ( $\alpha=.89$ ). In the present study, an alpha level of .82 was found. Example items from this scale are: ‘The way my work group is organised hinders the efficient conduct of work’, and ‘Communication is hindered

by following a chain of command rules'. *Rostering* was measured with the scheduling scale which includes five items assessing employees' perceptions regarding the rostering process in their organisation ( $\alpha=.85$ ). The present study found an alpha of .81. An example item is: 'In this organisation, rostering takes into account the needs of employees'. *Work group cooperation and friendliness* was measured with the six-item work group cooperation, friendliness and esprit scale ( $\alpha=.89$ ). In the present study an alpha of .89 was found. An example item is: 'A spirit of co-operation exists in my work group'. Finally, *interpersonal conflict* was measured on the five-item friction and conflict scale ( $\alpha=.77$ ). The present study yielded an alpha of .81. An example item is: 'There is conflict (rivalry and hostility) between my work group and other work groups in this organisation'.

### **Procedure**

The Research and Ethics Committee of the School of Psychology at the University of Waikato granted ethical approval for this research. In the initial stage of data collection, managers/owners of targeted hospitality organisations were either personally approached or emailed. The main objective in using this approach was to secure access to larger clusters of the population of interest in this study. Managers/owners were provided with an information sheet (Appendix B) either immediately in hard-copy or later via email if they agreed to consider participation in this study. The information sheet explained the purpose of the research, the role of the organisation and respondents if they chose to participate, the anonymous nature of the responses and participating organisation and their rights as participants. A copy of the survey was also provided to remove any uncertainty regarding the information that was to be collected. Contact was generally made after a week to obtain the final response, after which hard-copy surveys were then delivered to participating organizations.

To increase commitment of managers/owners to participate, as well as to encourage employees to complete the surveys, I offered to provide owners with a succinct written summary of the climate within their organisation. Each survey had a cover letter that explained in short to the respondent the aim of the research and how to complete the survey. It informed the respondents of the confidentiality and anonymity of their responses, that the survey was voluntary and of how to obtain a summary of the findings. The survey also contained the URL to the online survey for those who preferred to complete it in that manner. Each survey had attached a pre-paid, pre-addressed envelope to be used to return the hard-copy survey to the University of Waikato's School of Psychology.

Due to poor response rates following the first four weeks of survey distribution, an incentive was later tied to the completion of the survey and relevant changes made to the survey, cover letter and information sheet to communicate this to respondents. This was implemented shortly after obtaining further ethics approval. For every 30 completed surveys one winner was randomly selected to receive a \$100 Westfield voucher. This offer held until either five prizes were awarded or the data collection period ended. Participants were linked to the completed survey through a unique survey code written either on the front of the hard-copy survey, or an automatically generated Response ID linked to each online survey. Additional sampling methods were adopted, including using the social media site Facebook to recruit participants as well as to distribute the information through social media contacts to those who may be employed within the relevant type of organisation. Posters were also put up at the University of Waikato campus. These posters had tear-off strips containing the URL to the online-survey. Surveys distributed within the first month of the survey, prior to the incentives being offered, continued to arrive via post during the remainder of

the data collection period. Ultimately, three prizes were awarded before the sample size was deemed large enough for data analysis.

### **Data Analyses**

The hypothesised relationships proposed by Model 1 (refer to page 11) and Model 2 (refer to page 19) were assessed through three separate processes of data analyses, namely exploratory factor analysis (EFA), correlation analysis and regression analysis. These will be more thoroughly reported in the Results chapter.

#### **Exploratory Factor Analysis (EFA)**

The first step in the process of data analysis was to determine the underlying structure of the measures through the employment of EFA. Principal axis factoring with oblique rotation was used. The criterion for the retention of factors was an Eigenvalue greater than 1. In each case the scree plot, percentages of variance obtained, pattern matrix and factor correlations were also examined to confirm the factors obtained. Factor loadings greater than .40 were considered acceptable (Field, 2013) and the pattern matrix was examined to determine the item composition of each factor.

#### **Correlation Analysis**

A Pearson Product-Moment correlation was conducted to identify the degree of association among the extracted factors. This analysis was repeated with all demographic variables and variables of Model 1 and 2 that were measured on a continuous scale (age, job tenure, organisation tenure and average hours worked per week). This was done to establish which, if any, demographic variables would need to be controlled for in subsequent analyses.

## **T-tests and ANOVAs**

Independent sample t-tests were carried out to test for differences in binary demographic variables (gender and possession of a hospitality qualification) with the criterion variables. One-way analyses of variance (ANOVA) were applied to test for differences among demographic variables with multiple categories (educational attainment, ethnicity and position employed in in the organisation) with the criterion variables.

## **Regression Analysis**

Hierarchical regression analyses were conducted in order to explore for possible moderation and mediation as predicted within Model 1 and 2. Relevant demographic variables were controlled. Testing for mediation was done according to the instructions of Baron and Kenny (1986), who advised a process in which three regression analyses are conducted. The first stage requires regressing the mediator variable on to the predictor variable. The second stage requires regressing the criterion variable on to the predictor variable. In the third and final stage, the criterion variable is regressed on to the mediator variable and the predictor variable simultaneously.

For mediation to be said to have occurred, four criteria must be met. First, the relationships in stages one and two both need to be significant. The third stage requires two outcomes: that the mediator and criterion variable are significantly related and that the relationship between the predictor and criterion variable is substantially weaker when the mediator variable is introduced in to the equation.

Full mediation has occurred if the relationships between the predictor and criterion variables become non-significant. Partial mediation has occurred if the relationship is reduced, however remains significant.

The following chapter provides a detailed description of the statistical analyses employed in the study and the results obtained.

## CHAPTER 3 - RESULTS

This chapter outlines the statistical analyses conducted in this study as well as their resulting outcomes. The findings are presented across four major segments: factor analysis, descriptive statistics, correlations, and regression analyses.

### **Factor Analysis**

EFA was conducted on the composite variables of work engagement, OCBO, intention to leave, and psychological climate. A factor loading of .40 was set as the minimum threshold for significance (Field, 2013). The resulting factor solution of EFA on the overall psychological climate measure proved difficult to interpret. The number of factors extracted as well as the factor loadings were somewhat inconsistent with prior findings (Manning, 2010). Rather than the expected five factors, eight factors were obtained. Some items yielded factor loadings under .40. Several factors did not load on to the expected items. Due to the complexity of interpreting the overall climate variable, the decision was made to treat the climate dimensions as five separate constructs and thus to run a separate EFA on each of the original psychological climate subscales as developed by Manning (2010). Principal axis factoring with oblique rotation was employed in all cases. All the Kaiser-Meyer-Olkin measures of sampling adequacy were above the minimum criterion of .5 (Kaiser, 1970, as cited in Kaiser & Rice, 1974) and ranged between .76 and .93. Additionally, the Bartlett's tests of sphericity was significant for all composite variables, indicating it appropriate in each case to continue with factor analysis.

**Work engagement (UWES).** EFA did not yield a clear factor solution. Though three factors were extracted, factors did not load clearly on to the

expected vigour, dedication and absorption items. This outcome is consistent with that of other studies where the UWES did not reflect these three dimensions clearly (Sonnentag, 2003). As explained on page 35, work engagement was ultimately treated as a one-dimensional construct according to the suggestion of Hallberg and Schaufeli (2006) and Seppälä et al. (2009), and an overall index of work engagement was thus computed. A subsequent EFA was thus conducted to test a one-factor model of work engagement and items were restricted to load on to a single latent factor. Item 25: ‘At my work I always persevere even when things do not go well’, did not load above the cut-off point of .40. Prior studies have similarly found this item to have low factor loadings (< .40) compared to other factor loadings (Karatepe & Olugbade, 2009; Seppälä et al., 2009). This item was thus omitted from the work engagement scale. The overall variance explained was 58.2%. The factor matrix indicated that one factor loaded significantly on to all the remaining 16 items, validating the use of work engagement as a one-dimensional construct.

**OCBO.** As expected, one factor with an eigenvalue greater than one was extracted for OCBO. This factor explained 56.9% of the total variance and loaded significantly onto all eight items.

**Intention to leave.** EFA on intention to leave extracted one factor, as expected, with an eigenvalue greater than 1. This factor explained 87.3% of the total variance and loaded significantly onto all three items.

**Psychological climate dimensions.** EFA on *supervisor support* extracted two factors rather than the expected one factor. These two factors explained 64.2% of the total variance. Factor one loaded onto 11 items that seemed to refer to employee perceptions of a generally supportive organisational environment, as opposed to factor two, which loaded onto four items that expressed perceived

support from the supervisor specifically. The inter-factor correlation was .67. After examining the scree plot the decision was made to treat these factors as separate constructs. EFA was run on items that referred specifically to the supervisor versus those that referred to helpful and positive practices of the organisation. The factors were renamed '*supervisor support*' and '*organisational support*', respectively. For each set of items, one factor with an eigenvalue greater than one was extracted. For *supervisor support*, the extracted factor explained 66.85% of the total variance and loaded significantly onto the four items. For *organisational support*, the extracted factor explained 58.66% of the total variance and loaded significantly onto the 11 items.

EFA on the subscale measure of *rostering* resulted in the extraction of one factor with an eigenvalue greater than one. This factor explained 57% of the total variance and loaded significantly on to all five items.

EFA was conducted on the factor labelled '*regulations and organisation*'. Rather than extracting the expected one factor, three factors with eigenvalues greater than one were obtained. Factor one loaded onto the majority of the items. Factor two loaded onto two items – item 45 and 46 – that each measured perceptions related to the administration of promotions. Factor three loaded only onto item 44: 'Everything in this organisation is checked; individual judgement is not trusted'. A reliability analysis of all items of the regulations and organisation scale revealed a poor corrected item to total correlation of .13 for this item. Furthermore, omitting this item from *regulations and organisation* slightly improved the Cronbach's alpha from .81 to .83. The reason for the poor psychometrics on this item may be due to the placement of the item in the questionnaire. This item was the last item on the page in the hard-copy survey and was the only item with reversed wording on this page. It is possible that

participants were responding according to a response set, causing a response bias in the answering of this specific item. An additional explanation may lie with the item itself, which seems to combine two issues ('everything in this organisation is checked' and 'individual judgement is not trusted') in one question. This item was removed.

Inspection of the inter-factor correlation matrix showed a correlation of .43 between factor one and two. This moderate correlation suggests that the factors are measuring two moderately related but none the less separate constructs. It was thus further decided to remove items 45 and 46 from factor 2 of the measure. When subsequent EFA was conducted on the remaining items, one factor with an eigenvalue greater than one was extracted. This factor explained 48.57% of the total variance and loaded significantly onto the remaining seven items.

Prior to running EFA on *work group cooperation and friendliness*, it was decided to omit item 63: 'This organisation has a good image to outsiders' from the scale as this item seemed conceptually quite different from the rest of the items which measured levels of trust, cooperation and friendliness within the work group. The EFA extracted one factor with an eigenvalue over one. This factor explained 70.74 % of the total variance and loaded significantly onto the remaining five items.

EFA on *interpersonal conflict* extracted one factor with an eigenvalue exceeding one. The factor explained 57.42% of the total variance and loaded significantly onto all five items.

All five retained factors yielded strong to very strong reliabilities, with Cronbach's alphas ranging between .81 and .93 exceeding the .70 threshold recommended by Nunnally (1994). These are shown in Table 2.

## Descriptive Statistics

Table 2 reports the means, standard deviations, skew and Cronbach's alphas for all variables. The means across all variables ranged between 2.98 and 5.74. On average, participants reported moderate to high levels of work engagement ( $M = 4.68$ ) and OCBO ( $M = 5.05$ ). The statistics indicated that in general the sample held positive perceptions of organisational support ( $M = 4.81$ ) supervisor support ( $M = 4.99$ ), rostering ( $M = 5.20$ ) and work group cooperation and friendliness ( $M = 5.74$ ). On average respondents reported having moderate to low intention to leave ( $M = 3.86$ ) and experiencing low levels of interpersonal conflict ( $M = 2.98$ ). Finally, participant ratings on regulations and organisation were moderate to low ( $M = 3.36$ ), indicating generally positive views held in regard to organisational regulations and the coordination of work.

Table 2

### *Descriptive Statistics*

	Mean	SD	Skew	Kurtosis	Alpha
Work engagement	4.68	1.02	-.25	-.09	.93
Intention to leave	3.86	2.06	.09	-1.36	.93
OCBO	5.05	1.17	-.57	.02	.89
Supervisor support	4.99	1.40	-.89	-.05	.88
Organisational support	4.81	1.31	-.69	.21	.93
Regulations and organisation	3.36	1.15	.19	-.24	.82
Rostering	5.20	1.18	-.64	.17	.81
Cooperation and friendliness	5.74	1.21	-1.42	2.06	.89
Interpersonal conflict	2.98	1.20	.28	-.34	.81

According to Kline (2005), skew and kurtosis values smaller than 3 and 10, respectively, can be considered acceptable when establishing whether data are normally distributed. None of the variables had skew or kurtosis values exceeding

these recommended cut-offs. However, a visual inspection of the score distributions across all variables revealed that the shapes of the distributions of intention to leave, supervisor support, rostering and work group cooperation and friendliness were non-normal. Tabachnic and Fidell (2013) recommended that a square root transformation be applied to distributions that differ only moderately from a normal distribution (standard error < skew < 0.8); log transformations to those that differ substantially (0.8 < skew < 1.24); and inverse transformations to those that deviate severely from a normal distribution (1.24 < skew).

All non-normal variables were negatively skewed and were reflected prior to applying the appropriate transformations. After the transformations, rostering, work group cooperation and friendliness, and supervisor support were near-normally distributed. The distribution of scores on intention to leave was not improved by any of the three types of transformations (Tabachnic & Fidell, 2013). Therefore, the non-transformed intention to leave scores were retained for use in further analyses. The correlations of the transformed variables with all other variables were compared against the correlations of the untransformed variables and all other variables. Differences in correlations ranged between .002 and .061. These differences were not considered substantial and the non-transformed data were thus retained for use in all subsequent analyses.

### **Correlations**

Pearson Product-Moment correlation coefficients between all variables were calculated and are presented in Table 3. Significance levels of  $p < .05$ ,  $p < .01$ , and  $p < .001$  are identified in Table 3.

Table 3

*Correlations*

	WorkEng	InToLeave	OCBO	SupSupport	OrgSupport	RegOrg	Rostering	WGCF
WorkEng								
InToLeave	-.52***							
OCBO	.60***	-.35***						
SupSupport	.47***	-.51***	.42***					
OrgSupport	.46***	-.46***	.40***	.79**				
RegOrg	-.22**	.35***	-.26**	-.50**	-.47**			
Rostering	.22**	-.34***	.30***	.43**	.43**	-.28**		
WGCF	.32***	-.43***	.25***	.64**	.47**	-.40**	.65**	
InPerCon	-.37***	.40***	-.25**	-.52**	-.52**	.57**	-.39**	-.50**

*Note.* WorkEng = Work engagement, InToLeave = Intention to leave, OCBO = Organisational citizenship behaviour-Organisation, SupSupport = Supervisor support, OrgSupport = Organisational support, RegOrg = Regulations and organisation, WGCF = Work group cooperation and friendliness, InPerCon = Interpersonal conflict.

N = 177

\* = significant at the  $p < .05$  level

\*\* = significant at the  $p < .01$  level

\*\*\* = significant at the  $p < .001$  level

## **Model 1**

Model 1 predicted that psychological climate dimensions would be related to work engagement. It further predicted that work engagement would be negatively related to intention to leave and positively related to OCBO (refer to page 11). The present study found support for hypotheses 1a-e. Supervisor support,  $r(175) = .47, p < .001$ ; organisational support,  $r(175) = .46, p < .001$ ; rostering,  $r(175) = .22, p = .003$ ; regulations and organisation,  $r(175) = -.22, p = .003$ ; work group cooperation and friendliness,  $r(175) = .32, p < .001$ ; and interpersonal conflict,  $r(175) = -.37, p < .001$ , were all significantly correlated with work engagement in the predicted direction.

The correlation of work engagement and intention to leave was negative and significant:  $r(175) = -.52, p < .001$ . This supports hypothesis 2 and suggests that as employees experienced higher levels of work engagement, their intention to leave the organisation decreased.

Work engagement had a significant positive association with OCBO,  $r(175) = .60, p < .001$ . Therefore, hypothesis 3 was supported. This suggests that as employees experienced increased work engagement, their self-reported level of OCBO also increased.

## **Model 2**

Model 2 predicted that work engagement would be directly related to intention to leave and intention to leave directly related to OCBO (refer to page 19). Psychological climate dimensions (supervisor support/organisational support, regulations and organisation, rostering, work group cooperation and friendliness, and interpersonal conflict) were expected to moderate these direct relationships. Intention to leave was, as predicted, negatively related to OCBO:  $r(175) = -.35, p$

< .001. Therefore, hypothesis 6 was supported. As employees' intention to leave their organisation increased, their levels of OCBO declined.

To investigate the relationships between the criterion variables and demographic variables, as well as the differences within major variables across different levels of the demographic variables, three types of analyses were conducted. Missing demographic data were excluded pairwise. To examine the strength of the relationships between criterion variables and continuous demographic variables a Pearson Product-Moment correlation was computed for age, time in current position, time in current organisation and average hours worked per week. Results are presented in Table 4.

Table 4

*Correlations Between Criterion and Demographic Variables*

	Work engagement	Intention to leave	OCBO
Job tenure	-.10	.04	-.06
Organisation	-.09	.03	-.03
Age	.31***	-.01	.12
Hours worked	.29***	-.03	.32***

\*\*\* $p < .001$

Age was found to be positively and significantly related to work engagement,  $r(164) = .31, p < .001$ . This indicates that older employees felt more cognitively and affectively engaged in their work compared to younger employees. The average number of hours worked per week was significantly and positively correlated with both work engagement,  $r(170) = .29, p < .001$ , and OCBO,  $r(170) = .32, p < .001$ . This suggests that employees who work longer hours were generally more engaged with their work and performed more OCBO than employees who work fewer hours.

To test for differences in levels of the criterion variables according to gender and the possession of a hospitality qualification, independent sample t-tests were conducted. The results are reported in Table 5. The findings revealed that differences in work engagement were statistically significant between male and female employees,  $t(174) = 2.11, p = .037$ . Females on average reported higher levels of work engagement ( $M = 4.81, SD = 1.07$ ) than males ( $M = 4.49, SD = 0.92$ ).

Table 5

*Independent Samples T-test: Criterion and Demographic Variables*

	Work engagement	Intention to leave	OCBO
<b>Gender</b>			
Male: Mean ( <i>SD</i> )	4.49 (0.92)	4.13 (2.07)	4.91 (1.19)
Female: Mean ( <i>SD</i> )	4.81 (1.07)	3.67 (2.05)	5.15 (1.16)
<i>t</i> (174)	2.11*	-1.47	1.35
<b>Hospitality qualification</b>			
Yes: Mean ( <i>SE</i> )	4.93 (1.02)	3.49 (1.91)	5.49 (1.06)
No: Mean ( <i>SE</i> )	4.45 (0.97)	4.16 (2.14)	4.69 (1.14)
<i>t</i> (172)	3.18**	-2.14*	4.74***

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

There was also a significant difference in the mean levels of work engagement,  $t(172) = 3.18, p = .002$ , intention to leave;  $t(172) = -2.14, p = .034$ ; and OCBO,  $t(172) = 4.74, p < .001$ , between employees who reported possessing a qualification in hospitality and those who did not. Employees who reported possessing a hospitality qualification generally had higher levels of work engagement ( $M = 4.93, SD = 1.02$ ) and OCBO ( $M = 5.49, SD = 1.06$ ), and lower

levels of intention to leave ( $M = 3.49, SD = 2.00$ ) compared to employees who did not report possessing such a qualification ( $M = 4.45, SD = 0.97$  for work engagement;  $M = 4.69, SD = 1.14$  for OCBO; and  $M = 4.16, SD = 2.14$  for intention to leave).

To test for differences in levels of the criterion variables according to what position participants held in their organisation, their level of educational attainment and their ethnicity, one-way ANOVAs were carried out. The results are presented in Table 6. The ANOVAs determined that there was a significant difference between senior managers, supervisors and non-supervisors on levels of OCBO,  $F(2,173) = 3.36, p = .037$ . A Tukey post-hoc test revealed that levels of OCBO were significantly higher for supervisors ( $M = 5.43, SD = 1.09$ ) compared to non-supervisors ( $M = 4.80, SD = 1.16$ ). There was no significant difference between senior managers, and supervisors and non-supervisors on levels of OCBO.

Table 6

*One-Way ANOVA: Criterion and Demographic Variables*

	Work engagement	Intention to leave	OCBO
<b>Position</b> $F(2,173)$	0.58	1.43	3.36*
<b>Education</b> $F(5,169)$	1.46	0.46	1.59
<b>Ethnicity</b> $F(5,170)$	1.21	0.58	0.22

\* $p < .05$

These findings allowed identification of variables that were significantly related to criterion variables or whose sample means were significantly different within the criterion variables and thus needed to be controlled in any further

analyses. These variables were: hours worked, possession of hospitality qualification, age, gender and position held within the organisation.

### **Mediation Testing**

Hierarchical regression analyses were conducted to test for both predicted mediation (Model 1) and moderation effects (Model 2) within the two proposed models. To test for mediation, Baron and Kenny's (1986) three step approach, as discussed earlier, was applied.

Mediation regression analyses were conducted to examine the mediation relationships predicted in both Model 1 and Model 2. Three equations were estimated to test each predicted mediation relationship. Each equation involved two steps. In the first step control variables were entered (refer to pages 51-53). For simplicity the coefficients are not displayed in Table 7, 8 and 9. In the second step the relevant predictor and mediator variables were entered. Sobel tests were applied to test the significance of any mediation relationships identified using the method of Baron and Kenny (1986). All results are presented in Table 7, 8 and 9. Significance levels of  $p < .05$ ,  $p < .01$ , and  $p < .001$  are identified in the tables.

#### **Model 1**

The procedures recommended by Baron and Kenny (1986) were followed to test for mediation as predicted by hypotheses 4a-5e., age, number of hours worked per week, gender and possession of a hospitality qualification were significant predictors of work engagement. Therefore, they were controlled for in all of the first equations in Table 7. A t-test indicated that possession of a hospitality qualification was a significant predictor of intention to leave; therefore, possession of a hospitality qualification was controlled for in all of the second and third equations. In Table 8, age, number of hours worked per week, gender and

possession of a hospitality qualification were again controlled for in relation to work engagement in all first equations. In equation two and three, number of hours worked per week, possession of a hospitality qualification and position held within the organisation were controlled for. The results showed support for each of the hypotheses. For each regression that was carried out, a significant beta weight was found (see *t*-statistics presented in Table 7 and 8). This indicates that the first three requirements of Baron and Kenny (1986) were satisfied in all cases. In regards to the fourth, it was found that in all cases the relationship between the predictor and the criterion variable was reduced when the mediator variable was included in the third regression equation. However, these relationships, though smaller, remained significant, indicating partial mediation. Only the relationship between interpersonal conflict and OCBO became non-significant when work engagement (mediator variable) was included in the third regression equation. All four requirements for mediation by Baron and Kenny (1986) were met. A series of Sobel tests revealed significant mediation effects across all sets of regression analyses.

These findings suggest that work engagement partially mediated the relationships between the psychological climate variables (supervisor support, organisational support, regulations and organisation, rostering, work group cooperation and friendliness, and interpersonal conflict) and intention to leave. Additionally, the findings suggest that work engagement partially mediated the relationships between supervisor support, organisational support, regulations and organisation, rostering and work group cooperation and friendliness, and OCBO. However, work engagement fully mediated the relationship between interpersonal conflict and OCBO. Hypotheses 4a-5e were thus supported in this study.

Table 7

*Mediated Regression Testing: Hypotheses 4a-e*

Equation	Criterion	Predictor	Beta	<i>t</i>	<i>R</i> <sup>2</sup>
1	WE	SS	.46	6.98***	.37
2	ITL	SS	-.49	-7.39***	.26
3	ITL	SS	-.33	-4.81***	
		WE	-.37	-5.18***	.36
Sobel Test <i>z</i> = -4.18, <i>p</i> < .001					
1	WE	OS	.48	7.41***	.38
2	ITL	OS	-.44	-6.41***	.21
3	ITL	OS	-.27	-3.83***	
		WE	-.39	-5.49***	.33
Sobel Test <i>z</i> = -4.43, <i>p</i> < .001					
1	WE	RO	-.22	-3.11**	.22
2	ITL	RO	.35	4.96***	.14
3	ITL	RO	.25	3.81***	
		WE	-.46	-6.85***	.33
Sobel Test <i>z</i> = 2.83, <i>p</i> < .01					
1	WE	R	.25	3.47**	.23
2	ITL	R	-.34	-4.73***	.13
3	ITL	R	-.24	-3.69***	
		WE	-.46	-6.95***	.32
Sobel Test <i>z</i> = -3.1, <i>p</i> < .001					
1	WE	WGCF	.35	5.17***	.29
2	ITL	WGCF	-.42	-6.24***	.20
3	ITL	WGCF	-.30	-4.60***	
		WE	-.42	-6.28***	.35
Sobel Test <i>z</i> = -4, <i>p</i> < .001					
1	WE	IPC	-.38	-5.59***	.31
2	ITL	IPC	.39	5.59***	.17
3	ITL	IPC	.24	3.46**	
		WE	-.43	-6.07***	.32
Sobel Test <i>z</i> = 4.09, <i>p</i> < .001					

*Note.* ITL = Intention to leave, WE = Work engagement, SS = Supervisor support, OS = Organisational support, RO = Regulations and organisation, R = Rostering, WGCF = Work group cooperation and friendliness, IPC = Interpersonal conflict.

\**p* < .05, \*\**p* < .01, \*\*\**p* < .001

Table 8

*Mediated Regression Testing: Hypotheses 5a-e*

Equation	Criterion	Predictor	Beta	<i>t</i>	R <sup>2</sup>
1	WE	SS	.46	6.98***	.37
2	OCBO	SS	.43	6.48***	.34
3	OCBO	SS	.25	3.75***	
		WE	.42	6.31***	.47
Sobel test <i>z</i> = 4.69, <i>p</i> < .001					
1	WE	OS	.48	7.41***	.38
2	OCBO	OS	.41	6.12***	.33
3	OCBO	OS	.23	3.41**	
		WE	.43	6.44***	.46
Sobel test <i>z</i> = 4.89, <i>p</i> < .001					
1	WE	RO	-.22	-3.11**	.22
2	OCBO	RO	-.28	-4.15***	.25
3	OCBO	RO	-.18	-3.01**	
		WE	.49	7.81***	.46
Sobel test <i>z</i> = -2.8, <i>p</i> < .01					
1	WE	R	.25	3.47**	.23
2	OCBO	R	.36	5.31***	.30
3	OCBO	R	.24	4.06***	
		WE	.47	7.58***	.48
Sobel test <i>z</i> = 3.15, <i>p</i> < .001					
1	WE	WGCF	.35	5.17***	.29
2	OCBO	WGCF	.31	4.40***	.26
3	OCBO	WGCF	.14	2.07*	
		WE	.48	7.23***	.44
Sobel test <i>z</i> = 4.1, <i>p</i> < .001					
1	WE	IPC	-.38	-5.59***	.31
2	OCBO	IPC	-.28	-3.99***	.25
3	OCBO	IPC	-.10	-1.48	
		WE	.49	7.33***	.43
Sobel test <i>z</i> = -4.43, <i>p</i> < .001					

*Note.* OCBO = Organisational citizenship behaviour-Organisation, WE = Work engagement, SS = Supervisor support, OS = Organisational support, RO = Regulations and organisation, R = Rostering, WGCF = Work group cooperation and friendliness, IPC = Interpersonal conflict.

\**p* < .05, \*\**p* < .01, \*\*\**p* < .001

## Model 2

To test hypothesis 7, which predicted that intention to leave would mediate the relationship between work engagement and OCBO, mediation regression analyses were conducted. Possession of a hospitality qualification was controlled for in relation to intention to leave in the first equation in Table 9. In the second and third equation, number of hours worked per week, possession of a hospitality qualification and position held within the organisation were controlled for in relation to OCBO. The first two conditions set by Baron and Kenny (1986) were satisfied. However, when OCBO was regressed on to both work engagement and intention to leave, the relationship between intention to leave and OCBO was found to be non-significant ( $p = .225$ ) and the relationship between work engagement and OCBO remained significant at  $p < .001$ . The third and fourth requirements of Baron and Kenny were thus not met. Therefore, it was concluded that mediation had not occurred and intention to leave did not mediate the relationship between work engagement and OCBO. Hypothesis 7 was not supported. The results are presented in Table 9.

Table 9

### *Mediated Regression Testing: Hypothesis 7*

Equation	Criterion	Predictor	Beta	T
1	ITL	WE	-.52	-7.67***
2	OCBO	WE	.53	8.48***
3	OCBO	WE	.48	6.55***
		ITL	-.09	-1.22

*Note.* ITL = Intention to leave, WE = Work engagement, OCBO = Organisational citizenship behaviour-Organisation.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

## Moderation Testing

Two regression equations were estimated to test hypotheses 8a–12b, which predicted that the psychological climate dimensions (supervisor support, organisational support, regulations and organisation, rostering, work group cooperation and friendliness and interpersonal conflict) would moderate the relationships between work engagement, intention to leave and OCBO. Equation one investigated the relationship between work engagement and intention to leave. Equation two examined the relationship between intention to leave and OCBO. Each equation comprised three steps. To control demographic variables previously found to be significantly related to any of the criterion variables, the first step in the equation involved entering these variables in to the regression. In the second step the relevant predictor variable and all moderator variables were entered. In the third step the product terms of predictor variables with the moderator variables were entered. Table 10 presents the regression equations along with relevant statistics.

Equation one examined the relationship between work engagement and intention to leave in relation to the suggested moderators. Possession of a hospitality qualification was entered as a control variable in step one. In step two work engagement and the six moderator variables were entered. In step three the product terms of work engagement and the moderator variables were entered. Step two of the regression generated  $R^2 = .39, p < .001$ . A significant beta weight was found for work engagement,  $\beta = -.35, p < .001$ . Step three generated a non-significant change in *R* squared value of .01 ( $p = .802$ ). There were no significant beta weights noted in step three for any of the product terms. This suggests that there were no interaction effects and thus hypotheses 8a, 9a, 10a, 11a and 12a were not supported. Equation two examined the link between intention to

Table 10

*Hierarchical Regression of ITL and OCBO*

Criterion variable	Step 1	$\beta$	Step 2	$\beta$	Step 3	$\beta$		
ITL	PHQ	.14	WE	-.35***				
			SS	-.15	WE x SS	-.34		
			OS	-.02	WE x OS	.12		
			RO	.10	WE x RO	.03		
			R	-.08	WE x R	.01		
			WGCF	-.11	WE x WGCF	-.50		
			IPC	.04	WE x IPC	-.13		
		$R^2$	.02	.39***		.40		
$\Delta R^2$		.37***		.01				
OCBO	PHQ	-.23	ITL	-.14				
			Hours	.24	SS	.24	ITL x SS	.63
			Position - S	.14	OS	.10	ITL x OS	.09
			Position - SM	.17	RO	-.06	ITL x RO	.00
					R	.21**	ITL x R	.03
					WGCF	-.11	ITL x WGCF	-.24
					IPC	-.00	ITL x IPC	-.09
		$R^2$	.18***	.41***		.46*		
$\Delta R^2$		.23***		.05*				

*Note.* PHQ = Possession of a hospitality qualification, Hours = hours worked per week, Position = Position held at the organisation (S = Supervisors, SM = Senior Managers), ITL = Intention to leave, WE = Work engagement, OCBO = Organisational citizenship behaviour-Organisation, SS = Supervisor support, OS = Organisational support, RO = Regulations and organisation, R = Rostering, WGCF = Work group cooperation and friendliness, IPC = Interpersonal conflict.

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$

leave and OCBO in relation to the proposed moderator variables. Demographic variables found to be related to OCBO were entered in step one of the regression to control for any effects they may have on OCBO. Thus, possession of a

hospitality qualification, average number of hours worked per week and position held at the organisation were all entered in step one. In step two, intention to leave and the six moderator variables were entered. In step three the product terms of intention to leave and the moderator variables were entered. Step two yielded  $R^2 = .39, p < .001$ . Rostering was found to have a significant beta weight of  $.21, p = .009$ . In step three, the change in  $R$  squared value was significant,  $\Delta R^2 = .05, p = .032$ . However, none of the product terms yielded significant beta weights, indicating that there were no interaction effects present. No support was found for hypotheses 8b, 9b, 10b, 11b and 12b.

Overall, no significant interaction effects were identified. No support was found for hypotheses 8a–12b.

### **Summary**

Results of factor analysis led to slight changes in the compositions of some of the measures used in this study, including the generation of an additional measure labelled organisational support. Correlation analyses showed support for all direct relationships predicted between work engagement, intention to leave, OCBO and psychological climate variables. Hierarchical regression analyses revealed no significant interaction effects, indicating that psychological climate variables did not moderate the relationship between work engagement and intention to leave, or between intention to leave and OCBO. Finally, support was found for the majority of predicted mediation relationships. Though no support was found for the prediction that intention to leave would moderate the relationship between work engagement and OCBO, regression data indicated that work engagement partially mediated the relationship between psychological climate variables and intention to leave and OCBO. However, work engagement fully mediated the relationship between interpersonal conflict and OCBO.

## CHAPTER 4 - DISCUSSION

Of particular interest in this study was how environmental perceptions of employees working within small hospitality organisations may relate to significant attitudinal and behavioural outcomes which are ultimately relevant to overall organisational effectiveness. On the basis that hospitality offers convenient, flexible and low-skilled employment, it was expected that many employees working in hospitality may experience relatively low levels of work engagement, which could have unfavourable repercussions for the organisation. In New Zealand the majority of businesses are classed as small to medium (Small Business Advisory Group, 2012). Within the accommodation and food service sector, nearly 60% of businesses employ fewer than 20 people (Ministry of Business Innovation and Employment, 2013). Small businesses often face considerable resource constraints and with it pressures to maximise employee productivity and curb costs (Bridge & O'Neill, 2013). The challenge for small businesses to remain competitive is evident by the significantly lower survival rate of small to medium enterprises compared to larger enterprises (Ministry of Business Innovation and Employment, 2013). The aim of this study was to investigate the relationships between psychological climate, work engagement, intention to leave and organisational citizenship behaviours directed at the organisation (OCBO). This study offers small business operators within the hospitality industry insight into factors, particularly those relating to the work environment, that may contribute to the success of their organisation.

In the present study two theoretical models were proposed, each offering a distinct perspective on relationships between key variables. Model 1 (Figure 1) predicted that the dimensions of psychological climate (supervisor support, organisational support, regulations and organisation, work group cooperation and

friendliness, and interpersonal conflict) would be related to work engagement. Work engagement, in turn, was expected to negatively relate to intention to leave and positively relate to OCBO. It was expected that work engagement would mediate the relationships between psychological climate and intention to leave and OCBO. Model 2 (Figure 2) predicted negative relationships between both work engagement and intention to leave, and intention to leave and OCBO. Intention to leave was expected to mediate the relationship between work engagement and OCBO. Model 2 adopted an alternative view of psychological climate as a moderator rather than an antecedent variable. Psychological climate dimensions were predicted to moderate these expected relationships.

Overall, Model 1 was fully supported by the results of the current study, whereas Model 2 was generally not supported. This chapter provides an overview of the findings. Following this, the theoretical and practical implications are addressed. Next, strengths and limitations of the current study are considered. Finally, possible future directions for research are discussed.

## **Findings**

This section provides a detailed discussion of the relationships between psychological climate, work engagement, intention to leave and OCBO as predicted in Model 1. This will be followed by a discussion of the relationships between these same variables as predicted in Model 2.

### **Model 1**

All psychological climate dimensions were significantly correlated with work engagement in the predicted directions. Supervisor support and organisational support were most strongly related to work engagement, followed by interpersonal conflict, which showed a moderately strong relationship with

work engagement. Work group cooperation and friendliness showed a moderate relationship with work engagement. The correlations between regulations and organisation and rostering, and work engagement were small.

Employees who favourably evaluated various aspects of their organisational environment seemed to experience higher levels of work engagement than those with negative views of it. These findings suggest that positive perceptions of the work environment are generally important in regard to work engagement experienced by employees working within small hospitality organisations. Overall, the significant correlations of the psychological climate dimensions with work engagement are consistent with prior research, which has provided both causal and correlational evidence on the importance of positive perceptions of the work environment (including physical, social and organisational resources) for greater levels of work engagement (Bakker & Demerouti, 2008; Schaufeli et al., 2009; Shuck et al., 2011; Xanthopoulou et al., 2009).

The job demands-resources model provides a solid argument that the perceived availability of resources initiates a motivational process that results in higher work engagement (Bakker, 2011). Resources can intrinsically and extrinsically motivate employees to be more engaged in their work by fostering employee development, growth and learning, and by providing resources required to be able to actually complete job tasks (Ryan & Deci, 2000; Ryan & Frederick, 1997). Additionally, the norm of reciprocity, based on social exchange theory, may also provide insight into the relationship between psychological climate and work engagement (Blau, 1964; Gouldner, 1960). This theory holds that mutual exchange exists between parties. Thus, when employees perceive their organisation or supervisor to demonstrate concern for their well-being and work-

related needs by providing various resources, employees will try to repay the organisation. Increased investment in and dedication to work (i.e. work engagement) is one such way in which employees can reciprocate.

Previous findings, together with the results of the current study, suggest that it would be advisable for the owners and managers of small hospitality establishments to invest effort into creating a positive environment that is likely to result in favourable appraisals of workplace factors by employees. In practical terms, attention should be given to providing employees with the support they need to be able to do their jobs well and feel that their well-being is of concern to management. This could be achieved by encouraging employee feedback and participation in decision making, being consistent and fair towards employees, and providing the necessary training and resources to aid job performance. Focussing on fostering positive workplace relations with and among staff may improve perceptions of trust, cooperation and general social relations between staff members. Two other areas that may improve employees' perceptions of the work environment relate to rostering practices, and regulations and organisation of work. In respect to rostering practices, offering employees stability in their work schedule as well as the opportunity to exercise control over their work hours may be favourably regarded by employees. Finally, managers/owners should ensure that regulations are not obstructive to job performance and are implemented appropriately, that information is communicated effectively, and that employee roles are well coordinated and promote the efficient conduct of work.

The relationship between psychological climate and work engagement was most pronounced where the aspect under scrutiny was perceived support afforded to the employee by the supervisor as well as by the larger organisation. The emergence of two support dimensions from the original supervisor support

subscale is in accordance with the social support literature and specifically organisational support theory (Eisenberger, Huntington, Hutchison, & Sowa, 1986), which distinguishes between perceived supervisor support (PSS) and perceived organisational support (POS). Organisational support theory argues that employees tend to take the perceived treatment of their supervisors toward them as an indication of how much the organisation favours and supports them. Longitudinal research has provided strong support for the notion that PSS, as a form of perceived organisational treatment, leads to POS (Eisenberger et al., 2002). PSS and particularly POS have been subject to extensive research within the field of organisational and HRD literature. Considering this close association of supervisor support and organisational support, it is unsurprising that they are often studied together and have been repeatedly shown to be important in relation to individual level work-related outcomes, including work engagement, OCBO, and intention to leave (Rhoades & Eisenberger, 2002; Riggle, Edmondson, & Hansen, 2009; Saks, 2006; Shanock & Eisenberger, 2006; Swanberg et al., 2011). The close association of POS and PSS is reflected by the findings of the current study which showed supervisor support and organisational support to be the psychological climate dimensions most strongly associated with work engagement.

Though causality cannot be concluded from correlations, it is possible that the differences in correlation strength observed between dimensions of psychological climate and work engagement may indicate that certain features of the work environment matter less in relation to employee work engagement. For example, though relationships with co-workers were moderately associated with work engagement, the association was weaker than for perceived supervisor support and organisational support. It may simply be that factors related to the

dimensions of supervisor support and organisational support are more crucial to employees being able to carry out their work, considering that it involves such elements as delivery of training, provision and efficient management of resources, performance feedback, and collaborative work practices. This complies with the job demands-resources theory which advocates that the provision of job resources motivates employees to be more engaged with their work (Bakker & Demerouti, 2008).

In respect of the climate dimension of regulations and organisation, it is possible that it is simply not very relevant within certain organisations. A considerable proportion of organisations which participated in the current study employed only a few people. The features that comprise the regulations and organisation dimension may not be relevant in very small organisations which only employ a handful of employees. For example, communication is likely to be direct and it is unlikely that there would be excessive regulations in place, and a small staff would leave fewer opportunities for role conflict.

Finally, an explanation for the modest correlation of rostering with work engagement may be that considerate and collaborative rostering practices are an inherent feature of smaller organisations in which the supervisor/owner works more closely with employees and is more aware of their rostering needs. Employees may therefore generally have positive perceptions of rostering practices, as was reflected by the mean score ( $M = 5.20$ ) on the dimension relating to rostering practices in the current sample. This dimension could be less salient to employees and thus of less significance in relation to work engagement, compared to factors such as perceived support, work group cooperation and friendliness, and interpersonal conflict.

A further prediction of Model 1 was that work engagement would be negatively correlated with intention to leave and positively correlated with OCBO. The results of this study supported these hypotheses and revealed a strong association between both work engagement and intention to leave and work engagement and OCBO. These results corroborate the findings of much previous research in this field, which have found evidence of a negative association of work engagement with intention to leave (Bhatnagar, 2012; Hallberg & Schaufeli, 2006; Saks, 2006; Shuck et al., 2011) and the positive association of work engagement with OCBO (Bakker & Demerouti, 2008; Bakker et al., 2004; Rich et al., 2010; Sulea et al., 2012)

The positive relationship between work engagement and OCBO and the negative relationships between work engagement and intention to leave suggest that as employees' feelings of being engaged in their work increase so do their sense of loyalty to the organisation and their tendency to participate in helpful but non-mandatory, work-related activities. Furthermore, the negative relationship between work engagement and intention to leave indicates that employees who derive meaning from their jobs, feel invigorated when working and become easily immersed in their work are less likely to have intentions to leave their organisation. Some explanations proffered for the positive relationships between work engagement and OCBO are that highly engaged employees tend to experience better physical health (Hakanen et al., 2006) and positive work affect (Cropanzano & Wright, 2001), and are also more invested in and dedicated to their work (Halbesleben & Wheeler, 2008), thus contributing to their capability and willingness to demonstrate OCBO.

As for the negative relationship between work engagement and intention to leave, it may be that high levels of work engagement imply a trusting, high-

quality relationship between employees and their employers (Saks, 2006), which is likely to result in positive intentions toward the employer, such as low intention to leave the organisation. Furthermore, engaged employees are unlikely to want to leave their job because they have invested so much of their time and energy into their work and are likely to be strongly identified with their job roles (Halbesleben & Wheeler, 2008).

The above findings suggest that it might be beneficial to adopt an engagement orientation within small hospitality organisations which wish to encourage employee OCBOs and reduce employee intentions to leave. Strategies that may enhance employees' feelings of engagement should be investigated. A simple step may be to generate employee feedback on organisational factors that reduce employees' experience of their work. Thought could be given as to how any such measures might be implemented to maximise their utility. For example, a feedback system that allowed anonymity might improve the volume and quality of feedback on matters relating to employee engagement. Additionally, steps could be taken to reduce any stigma that may be attached to the expression of OCBOs to ensure that employees are not withholding such desirable behaviours (O'Driscoll et al., 2006). It is possible that employees may perceive acts classed as OCBO, such as speaking out against flawed organisational processes and suggesting business related changes, as potentially too risky because they believe that such behaviours would be viewed negatively by management.

The results of the current study supported the proposed mediating role of work engagement in the relationships between psychological climate and intention to leave and OCBO. Work engagement was found to partially mediate the relationships of psychological climate dimensions with intention to leave and OCBO. The only exception was full mediation of the relationship between

interpersonal conflict and OCBO. Partial mediation of work engagement between psychological climate dimensions, and intention to leave and OCBO, suggest that other factors besides work engagement might also be relevant in relation to intention to leave and OCBO.

Previous research has shown mixed results. Though Shuck et al. (2011) found correlational support for relationships between psychological climate, work engagement, intention to leave and discretionary behaviour, in their study work engagement was not found to mediate between psychological climate (including management support), and intention to leave and organisational citizenship behaviour. This outcome differed from that of Saks (2006), who found engagement to mediate between POS and intention to leave and OCBO. More recently, Kataria et al. (2013) provided further evidence toward work engagement as a mediator between psychological climate (again, including management support) and OCBO.

The finding of the current study that work engagement mediates between psychological climate and intention to leave and OCBO provides support for the notion that psychological climate is related to work outcomes through its impact on affective states (Carr et al., 2003; Dawson & Abbott, 2011). In particular, it suggests that one of the affective-cognitive states through which psychological climate is related to work outcomes is that of work engagement (Kataria et al., 2013; Shuck et al., 2011). Individual climate perceptions seem to be quite important to employees' feelings of engagement with their work. A possible interpretation is that a positively perceived work environment can improve levels of work engagement, which in turn may increase discretionary employee behaviours that benefit the organisation and reduce the desire of employees to want to quit.

## **Model 2**

As expected, work engagement and intention to leave were strongly negatively related, and intention to leave and OCBO were moderately negatively correlated. This latter finding agrees with previous research showing a negative relationship between intention to leave and OCBO (Aryee & Yue Wah, 2001; Chen et al., 1998; Coyne & Ong, 2007; Krishnan & Singh, 2010; Paille & Grima, 2011). In particular, the results lend support for the proposition of Krishnan and Singh (2010) and Chen et al. (1998), that employees who harbour intentions to leave their organisation are less likely to invest any extra effort on behalf of the organisation as they are more than likely to feel a sense of detachment from the organisation, and OCBO is not a contractual obligation.

The implications of these findings is that employees who are in jobs they do not intend to stay in long-term are less likely to be involved in the political life of the organisation or to take initiative to be more active in the running of the organisation. They may display a lower tolerance for less-than-ideal organisational circumstances and thus be more likely to complain, using up the time and energy of those who have to manage these complaints. Finally, employees with intentions to depart the organisation are less likely to invest extra effort towards core job tasks or more peripheral tasks that may enhance organisational performance. Efforts to identify those with high intention to leave may be futile, as it is unlikely that employees will divulge this type of information. Pre-emptive steps could be taken to target possible work-related antecedents of intention to leave to reduce the likelihood of employees developing such intentions in the first place. For industries such as the hospitality industry which is attractive to those seeking short-term employment (Carbery et al., 2003), such measures could at the very least control levels of intentions to leave by

keeping them as low as possible and thus retaining employees for as long as they want a job within the hospitality industry.

An alternative interpretation of the correlations between work engagement, intention to leave, and OCBO, is that the relationship between intention to leave and OCBO is linked to a third variable, namely work engagement. This assumption is supported by the findings of Model 1, which provide evidence for a direct association of work engagement with both OCBO and intention to leave. It could also be that both work engagement and intention to leave are associated independently with OCBO. This assumption is supported by the results of Model 1, which failed to establish intention to leave as the mediating variable between work engagement and OCBO. In practical terms, employees may increase their OCBO because they feel happy and invested in their work and their organisation but also because they have no intention to leave and are thus motivated to maintain strong and healthy relationships with their organisation by demonstrating OCBOs.

Model 2 proposed that intention to leave would mediate the relationship between work engagement and OCBO. Though empirical support has been provided by prior studies as well as the current study for the predicted linkages between work engagement, intention to leave and OCBO, no research was found on the possible mediating role of intention to leave between work engagement and OCBO. The rationale for the expectation that intention to leave would mediate between work engagement and OCBO was that employee's feelings of engagement in their work could well influence their intentions about leaving their job, such that employees who experienced low levels of work engagement would be more likely to have intentions to leave their job. Additionally, it was reasoned that employees who have high intentions to leave their job would be less likely to

perform OCBOs compared to those with low intentions to leave. This prediction was based on the notion that those high in intentions to leave would be less invested in the organisation's success, and less likely to care about maintaining strong relations with management by exhibiting OCBO.

At the correlational level, work engagement was negatively related to intention to leave and intention to leave was negatively related to OCBO. However, when the three mediation equations were calculated to test for mediation, intention to leave (the proposed mediator variable) was not found to be significantly related to OCBO (criterion variable). This breached the third step, according to Baron and Kenny (1986), in establishing mediation. The findings of the current study thus rule out intention to leave as an explanation for the positive association between work engagement and employee OCBO, suggesting that, as indicated by results of Model 1, the link between work engagement and OCBO is direct. This finding implies that, although employees with higher levels of work engagement do generally tend to demonstrate more discretionary behaviours that benefit the organisation, it does not appear to be because of any influence that work engagement may have on their intentions to leaving the organisation.

The fact that the predictor variable (work engagement) and the mediator variable (intention to leave) were moderately strongly related may indicate multicollinearity, thus offering a partial explanation of the insignificant relationship between intention to leave and OCBO. Multicollinearity suggests that the predictor and mediator variable are correlated to such a degree that the mediator does not explain any additional variance in the criterion variable. Another explanation for the lack of mediation between work engagement and intention to leave may be that there is a third variable, not measured in this study, which accounts for the association between work engagement and OCBO.

Contrary to expectations, none of the psychological climate dimensions had any moderating effects in relation to the work engagement-intention to leave or intention to leave-OCBO relationships. Of particular interest in the current study was whether psychological climate could act to buffer the expected negative effects of low work engagement on intention to leave and of high intention to leave on OCBO. The finding that psychological climate did not moderate the predicted relationships relates to the findings of Rurkkhum and Bartlett (2012) who expected that perceived human resource development (HRD) practices, including organisational support, would moderate the relationship between work engagement and OCB. In contrast to the predictions of the current study, Rurkkhum and Bartlett suggested that HRD practices would have an enhancing effect on the relationship between work engagement and OCB. Although HRD practices were found to be strongly positively related to both work engagement and OCBO, no moderator effects were found.

Considering the range of psychological climate dimensions measured, the first impulse might be to conclude that psychological climate may simply not be very important within the small hospitality context or to the intentions to leave or OCBO of employees working in small hospitality organisations. However, two factors negate such a supposition. Firstly, the psychological climate measure used in the current study was specifically tailored to the small hospitality setting and its dimensions are particularly relevant to employees of such organisations (Manning, 2010). Secondly, the significant correlations that emerged in the current study indicate that psychological climate is important in relation to intention to leave, and OCBO of employees working within small hospitality organisations.

Though the dimensions of the PCS-SB measure (Manning, 2010) are mostly derived from items based on well-established measures of psychological climate (Davidson, Manning, Brosnan, & Timo, 2001; Jones & James, 1979; Ryder & Southey, 1990), they are distinct from previous psychological dimensions and are relatively newly developed. A literature search did not uncover any other research validating the psychological climate dimensions used in the current study. However, the five psychological climate subscales used in the current study were found to be psychometrically sound, with internal consistency levels ranging between .81 and .93, far above the threshold for acceptable reliability (Nunnally, 1994), thus ruling out poor psychometrics as a possible reason for the non-significant findings. Baron and Kenny (1986) did advise it preferable that, in order to provide clearly interpretable interaction terms, the moderator does not correlate with either the predictor or criterion variables, both of which occurred in the current study.

Another viable interpretation is that the influence of work engagement on intention to leave and of intention to leave on OCBO is so dominant that psychological climate makes little difference to the effects of low levels of work engagement on intention to leave and high levels of intention to leave on OCBO. The finding that the various dimensions of psychological climate did not moderate between the work engagement-intention to leave and intention to leave-OCBO relationships has implications for small hospitality organisations. Small hospitality business operators should not expect that, by managing the work environment perceptions of employees, they can avoid any potential negative effects that existing low levels of work engagement may have on intention to leave or that high intention to leave may have on OCBO. Instead, the focus should

rather be on proactive measures designed to cultivate desirable levels of employee work engagement and intention to leave.

### **Additional Findings**

The assumption underpinning the relationships of focus in the current study was that often hospitality attracts people who need flexible, low-skill jobs. For this reason it was argued that it is unlikely that such employees would experience particularly high levels of work engagement, which could eventually negatively impact on their intention to leave. These assumptions were supported by the results, which showed a relatively average level of work engagement ( $M = 4.68$ , 7-point scale) across the sample and a mean falling at the mid-point of the scale for intention to leave ( $M = 3.86$ , 7-point scale). Furthermore, employees who reported possessing a qualification in hospitality had notably higher levels of work engagement and lower levels of intention to leave, indicating that employees who are intrinsically motivated to take a job in hospitality, as is suggested by their possession of a hospitality qualification, are generally more engaged in their work and have lower intentions to leave their current organisation. Additionally, employees who reported possessing a qualification in hospitality also reported demonstrating OCBO more frequently than employees who did not report such a qualification. These findings indicate that employees who have obtained a hospitality related qualification are more likely to be dedicated to and invested in their work, and have less desire to leave their organisation. They are also more likely to voluntarily display desirable behaviours that can contribute to the success of the organisation. The implications of this may be that personnel selection procedures that screen applicants for hospitality qualifications could improve the success of hiring decisions by narrowing the applicant pool to a sample of

candidates who are more likely to be engaged in their work and less likely to consider leaving the organisation.

Age was found to be moderately positively associated with work engagement, suggesting that older employees working within small hospitality organisations generally experience higher levels of work engagement compared to their younger counterparts. This finding corresponds with earlier research which showed a weak but positive relationship between age and work engagement across samples from 10 different countries (Schaufeli, Bakker, & Salanova, 2006).

### **Practical Implications**

The primary aim of this study was to identify how psychological climate relates to individual-level, work-related outcomes and thereby shed light on factors that may facilitate the development of desirable levels of these outcomes. The findings of this study provided support for Model 1, however generally failed to provide support for Model 2. A general conclusion is that the role of psychological climate appears to be predictive, as has been suggested by previous research (Hwang & Chang, 2009; James et al., 2008; Manning et al., 2004).

The present results are practically significant in at least one major respect. It seems that the appraisal of employees of small hospitality organisations of various relevant aspects of their job and work environment is of considerable importance in indirectly determining employee intentions to leave and their willingness to expend extra effort for the benefit of the organisation. The findings support the notion that psychological climate exerts its influence through impacting on how engaged employees feel in their work. The relationship between psychological climate and work engagement was strongest where the environmental factor concerned the extent to which employees perceived their

direct supervisor and the employing organisation to be attentive to their work-related needs.

The implications of these findings for managers and owners of small hospitality organisations lie largely within the area of their human resource management practices. Consideration needs to be given to all work place factors that shape the work experience of employees as it is these experiences that in turn shape their perceptions of the work environment. Factors revolve around human resource management practices and could range from the quality of staff-employee interactions to organisational procedures, policies and regulations that guide practices. In particular, focussing on improving relations with subordinates and actively building an environment that is supportive of employee wellbeing, development and job performance, may be the most direct and effective avenue for achieving positive employee, and ultimately organisational, outcomes.

The current study identified a negative relationship between intention to leave and OCBO, as predicted in Model 2. It is possible that this relationship exists due to the demonstrated association of both intention to leave and OCBO with a third variable, namely work engagement. However, it is also feasible that intention leave is negatively related to OCBO because of a reduced attachment to the organisation as well a reduced need to maintain strong relations with the organisation. Nonetheless, the existence of this negative relationship highlights the importance of implementing strategies aimed at identifying contributors to employee intentions to leave in organisations which wish to maximise employee productivity by increasing the exhibition of OCBOs.

### **Strengths and Limitations**

A noteworthy strength of this study is in its use of a psychological climate scale relevant to small hospitality organisations. The PCS-SB (Manning, 2010) is

the first scale tailored to assess the unique psychological climate dimensions within hospitality organisations that employ a small number of staff. The current study is believed to be the first to apply this relatively new instrument to a New Zealand sample, as well as research it in relation to work related outcomes. Although using a measure customized for administration within small hospitality organisations may limit generalizability of the study's findings to other sizes and types of organisations, it more than likely has provided a more accurate representation of psychological climate, resulting in potentially enhanced data quality and improved validity of study findings.

To my knowledge, this study is the first to research the potential moderator effects of psychological climate on the work engagement-intention to leave and intention to leave-OCBO relationships. Though no evidence for psychological climate as a moderator was found in the current study, this knowledge has value insofar as it provides support against psychological climate interacting with employee attitudes and intentions in predicting intention-related and behavioural outcomes. This indicates the dominant nature of work engagement and intention to leave. Considering the widely established importance of work engagement and intention to leave in directly and indirectly influencing individual and organisational outcomes (Simpson, 2009; Tett & Meyer, 1993; Tracey & Hinkin, 2008), this highlights the need to explore a wider range of variables in the search for antecedents to work engagement and intention to leave, particularly so for industries where work engagement is unlikely to be high and job tenure tends to be quite low.

The fact that the study design was cross-sectional prohibits causal inferences between variables. As such methods of data collection occur at a single point in time, it is only the degree to which the variables of interest are present

that can be measured and not the direction of the effect. Results therefore need to be interpreted with caution.

A further limitation regarding the methodology is the use of self-report measures for all constructs. Apart from OCBO, self-report scales were the only alternative given that work engagement, intention to leave and psychological climate are mental constructs that are not directly observable and therefore cannot be objectively measured. The assumption is that using an array of self-report measures can lead to the phenomenon of common method variance, where the correlations between variables are over-estimated due to respondents' inflated self-ratings. This occurrence is believed to be more likely with measures of self-reported behaviour related to performance (Lindell & Whitney, 2001). However, it has also been proposed that this effect is often overestimated (Spector, 1987, 2006). Furthermore, as records are not kept of discretionary work behaviours of employees, the alternative to employees reporting their own discretionary performance is that it is rated by a superior, which has been shown to differ minimally from self-ratings of OCB (Allen, Barnard, Rush, & Russell, 2000).

### **Future Research**

The results of the current study support Model 1 and strengthen the argument for affect as a mediator of the relationships between work environment perceptions and employee intentions and behaviours (Carr et al., 2003; Kataria et al., 2013; Saks, 2006; Shuck et al., 2011). However, this type of model is yet to be tested within a longitudinally designed study to confirm the causal direction in which the variables operate. Such a study is advised as it would provide more certainty regarding the explanatory variable in the causal chain and consequently a better understanding of how to address problems relating to these constructs.

It is plausible that the variables may interrelate differently than outlined in Model 1. It could be that the causal factor is work engagement and that it is the predisposition of employees to experience higher or lower levels of work engagement that influences how they appraise certain aspects of their environment, which in turn results in increased or reduced intention to leave and OCBO. The fact that work engagement has been shown by the current study as well as previous research (e.g. Mauno, Kinnunen, & Ruokolainen, 2007) to differ significantly between male and female employees suggest that to an extent work engagement may be a dispositional, with females possibly being generally more inclined to experience work engagement compared to males. Furthermore, previous research has indicated that psychological climate and affective variables are reciprocally related (James & Tetrick, 1986; Mathieu, Hofmann, & Farr, 1993). In other words, employees' existing or desired levels of affect, in this case work engagement, may lead them to focus selectively on work environment factors or to change their perceptions to be more consistent with their levels of work engagement.

Considering the importance of work engagement to intentions to leave and OCBO, both crucial factors to the success of organisations and possibly more so to that of smaller businesses with limited resources, it is suggested that the search for antecedents of work engagement be broadened beyond the current scope. To extend the findings of the current study, for example, the interaction between the physical work environment and work engagement may be explored. Hospitality work is typically physically demanding and often results in employees experiencing some degree of discomfort, pain or injury (ACC, 2011). Ergonomic factors relating to work area layouts (e.g. kitchen and bar counters), equipment, lighting, flooring material, traffic areas, and temperature could certainly impact

employees' well-being and work attitudes. A well designed physical work environment is likely to improve employees' work experience and motivation, thus leading to higher levels of work engagement.

### **Conclusion**

The challenges to building and sustaining a successful hospitality business are plentiful and for smaller organisations these challenges are often amplified due to various conditions specific to smaller entrepreneurial endeavours, related to available funding and expertise (Bridge & O'Neill, 2013). The value of the current study rests on the fact that the New Zealand hospitality sector comprises almost 60% of small businesses (Ministry of Business Innovation and Employment, 2013). Although the findings of this study do not provide support for psychological climate as a moderator between work engagement, intention to leave and OCBO, they show support for work engagement as a mediator between psychological climate, and intention to leave and OCBO. Overall, these results imply that positive perceptions of the work environment may lead employees to feel more engaged in their work and thus more willing to stay and invest their efforts for the benefit of the organisation, which could ultimately positively impact organisational performance.

In terms of the meaning of these findings in practice, managers are encouraged to be observant of employee perceptions of the organisation, to incorporate an engagement focus into human resource strategies and to invest in activities and practices that promote favourable work environment perceptions. In particular, fostering a workplace culture that emphasizes supportive management practices may be the most effective approach.

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# APPENDIX A

## Data Collection Survey

### RESEARCH SURVEY

### EMPLOYEE PERCEPTIONS, ATTITUDES, AND BEHAVIOURS

**Note: This survey may be completed online or in hard-copy.**

Dear Respondent,

I am Ance Strydom, a masters student at the University of Waikato conducting my research under the supervision of Professor Michael O'Driscoll and Dr. Donald Cable.

My aim is to understand what factors in hospitality organisations contribute to employees' intentions to leave their jobs and how this may influence their work-behaviours. More importantly, I wish to identify areas that will improve the work environment for hospitality sector employees such as yourself. Your participation in this research will be valuable in gaining knowledge on this topic and will be greatly appreciated.

This survey excludes senior management. Participation in this research is voluntary. If you do choose to participate the information provided by you will be treated with total confidentiality and your responses will not be shown to anyone. Results will be used in summary form only, to protect confidentiality. In the questionnaire you will be asked to answer items relating to how you see your job and work environment. The survey will take approximately 15 minutes to complete and may be done either in hard-copy or online. Please complete the questionnaire within the next two weeks.

All employees who complete the survey will automatically enter a draw to win a \$100 Westfield voucher. I will be giving away **five** of these vouchers. After every 30 entries I receive I will randomly select one winner until I have awarded all five vouchers. Each survey has a unique code on the cover sheet. **To enter in to the**

**draw you must email this code to the address provided below.** If your code is one of the lucky ones drawn, I will be able to contact you by responding to your email.

Do not write your name on the survey. Simply fill in the attached survey and return to me using the enclosed pre-paid envelope. Alternatively, to complete the survey online simply enter the following URL into your web browser: <http://psychology.waikato.ac.nz/hospitality.html>. Upon completion of this research all questionnaires will be destroyed.

This research has the approval of the Research and Ethics Committee at the School of Psychology, University of Waikato. For further enquiries contact Deputy Chair Dr. Nicola Starkey on +64 7 838 4466 extension: 6472.

For instructions on how to complete the survey please turn to the next page.

If you have any queries I am available via mobile phone (021) 0277 7607 or at [ancestrydom@gmail.com](mailto:ancestrydom@gmail.com).

Sincerely,

Ance Strydom

## EMPLOYEE PERCEPTIONS, ATTITUDES AND BEHAVIOURS SURVEY

### **DOING THE SURVEY ON-LINE:**

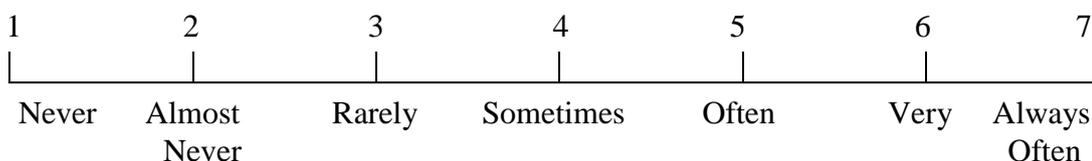
To complete the survey online please enter the following URL into your web browser:

<http://psychology.waikato.ac.nz/hospitality.html>

and follow the instructions provided.

### **DOING THE SURVEY IN HARD-COPY:**

The questions are categorised into three sections. Each question requires you to circle the response you deem most accurate according to a scale provided before each set of questions. Here is an example of how to use one of the scales to respond to the survey items:



#### **How often do you engage in the following activities?**

1. Exercise 1 2 3 4 **5** 6 7

If you believe yourself to exercise *often*, you will circle the number 5.

There will be a small number of questions that require you to either write an answer in a provided space or to tick the box next to your chosen response.

#### **A few final reminders:**

- Do not write your name on the survey.
- Please ensure you respond to all sections of the survey.
- Please complete the survey as soon as possible.
- If you would like to receive a summary of the results please let me know at [ancestrydom@gmail.com](mailto:ancestrydom@gmail.com).
- If you are completing the survey in hard-copy, please return it within the next two weeks using the envelope provided.
- To be included in the prize draw, please email the unique survey code on the front page to the email address above.

## SECTION A

### Work-related Behaviours

The following items relate to the way employees of an organisation may behave. Please indicate how often you do each of the following by circling the appropriate response according to the scale below.

	1	2	3	4	5	6	7
	Never	Almost Never	Rarely	Sometimes	Often	Very	Always Often
1. Attend functions that are not required but that help the organisational image.	1	2	3	4	5	6	7
2. Keep up with developments in the organisation.	1	2	3	4	5	6	7
3. Defend the organization when other employees criticize it.	1	2	3	4	5	6	7
4. Show pride when representing the organisation in public.	1	2	3	4	5	6	7
5. Offer ideas to improve the functioning of the organisation.	1	2	3	4	5	6	7
6. Express loyalty toward the organisation.	1	2	3	4	5	6	7
7. Take action to protect the organisation from potential problems.	1	2	3	4	5	6	7
8. Demonstrate concern about the image of the organisation.	1	2	3	4	5	6	7

## SECTION B

### Work-related Attitudes

The following items relate to how an employee may feel at work. Please indicate how often you experience these feelings about your job by circling the appropriate response according to the scale below.

	1	2	3	4	5	6	7
	Never	Almost Never	Rarely	Sometimes	Often	Very	Always Often
9. At my work, I feel bursting with energy.	1	2	3	4	5	6	7
10. I find the work that I do full of meaning and purpose.	1	2	3	4	5	6	7
11. Time flies when I'm working.	1	2	3	4	5	6	7
12. At my job, I feel strong and vigorous.	1	2	3	4	5	6	7



## SECTION C

### Work-related Perceptions

The following items relate to how you as an employee of this organisation view your work environment. Please indicate how strongly you agree or disagree with each one of the following statements by circling the appropriate response according to the scale below.<sup>1</sup>

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Somewhat Disagree	Uncertain	Somewhat Agree	Agree	Strongly Agree
29. My supervisor offers new ideas for job-related problems.	1	2	3	4	5	6	7
30. My supervisor encourages the people who work for him/her to exchange ideas and opinions.	1	2	3	4	5	6	7
31. In this organisation I am given advance information about changes (policies, procedures, etc.) which might affect me.	1	2	3	4	5	6	7
32. This organisation's policies are consistently applied to all staff members.	1	2	3	4	5	6	7
33. In this organisation procedures are designed so that resources (equipment, people, time, etc.) are used efficiently.	1	2	3	4	5	6	7
34. My supervisor is interested in listening to what I have to say.	1	2	3	4	5	6	7
35. My supervisor provides the help I need to schedule my work ahead of time.	1	2	3	4	5	6	7
36. New staff members get the on-the-job training they need.	1	2	3	4	5	6	7
37. I have good information on where I stand and how my performance is evaluated.	1	2	3	4	5	6	7
38. Attention is paid to the ideas and suggestions of staff members.	1	2	3	4	5	6	7
39. My supervisor encourages the people who work for him/her to work as a team.	1	2	3	4	5	6	7
40. It is possible to get accurate information on the policies and objectives of this organisation.	1	2	3	4	5	6	7
41. This organisation emphasises personal growth and development.	1	2	3	4	5	6	7

<sup>1</sup> Section C: Items used with the permission of Dr. Rana Manning.

	1	2	3	4	5	6	7
	Strongly Disagree	Disagree	Somewhat Disagree	Uncertain	Somewhat Agree	Agree	Strongly Agree
42. Supervisors keep well informed about the needs and problems of employees.	1	2	3	4	5	6	7
43. Discipline in this organisation is maintained consistently.	1	2	3	4	5	6	7
44. Everything in this organisation is checked; individual Judgement is not trusted.	1	2	3	4	5	6	7
45. In this organisation, being liked is important in getting a promotion.	1	2	3	4	5	6	7
46. "Politics" within this organisation count in getting a promotion.	1	2	3	4	5	6	7
47. In this organisation, people act as though everyone must be watched or they will slack off.	1	2	3	4	5	6	7
48. Communication is hindered by following a chain of command rules.	1	2	3	4	5	6	7
49. The way my work group is organised hinders the efficient conduct of work.	1	2	3	4	5	6	7
50. Things in this organisation seem to happen contrary to rules and regulations.	1	2	3	4	5	6	7
51. In this organisation, about the only source of information on important matters is the grapevine (rumour).	1	2	3	4	5	6	7
52. In this organisation, things are planned so that everyone is getting in each other's way.	1	2	3	4	5	6	7
53. Excessive rules and regulations interfere with how well I am able to do my job.	1	2	3	4	5	6	7
54. In this organisation, rostering takes into account the needs of employees.	1	2	3	4	5	6	7
55. I am given adequate notice of changes to rosters.	1	2	3	4	5	6	7
56. I am provided with a stable number of work hours from week to week.	1	2	3	4	5	6	7
57. Employees are consulted when rosters are designed.	1	2	3	4	5	6	7
58. Rosters are efficiently designed to respond to the needs of this organisation.	1	2	3	4	5	6	7
59. In this organisation staff members generally trust their supervisors.	1	2	3	4	5	6	7
60. My supervisor is friendly and easy to approach.	1	2	3	4	5	6	7



**75. What position do you currently hold in this organisation?**

- Senior Manager       Supervisor       Non-Supervisor

**76. How long have you been in your current position?** \_\_\_\_\_

**77. How long have you been with this organisation?** \_\_\_\_\_

**78. On average, how many hours do you work per week?** \_\_\_\_\_

You have reached the end of the survey. Thank you for your participation in this study. Please return this survey using the pre-paid envelope provided.

# APPENDIX B

## Letter to Organisations

Dear Manager/Owner

My name is Ance Strydom. I am completing my Master of Applied Psychology (Organisational) at the University of Waikato. I am conducting a study on small to medium enterprises (employing up to 20 full-time employees, or the equivalent thereof) within the hospitality sector and seeking organisations that would be willing to participate. This research is carried out under the supervision of Professor Michael O'Driscoll.

### **What does the study examine?**

- Workplace factors that may have a substantial influence on employees' desire to remain with an organisation as well on their discretionary work-related behaviours. These are behaviours that are not formally rewarded, yet are crucial in the service industry to improve customer satisfaction and build customer loyalty.
- Whether the extent to which employees feel engaged in their jobs influences their intentions to remain with the organisation and whether this, in turn, influences the degree to which they demonstrate desirable behaviours?

The success of hospitality organisations is highly reliant on levels of customer satisfaction and service quality which are both greatly influenced by extra-role service (discretionary employee behaviours). Understanding ways in which to motivate employees to provide this discretionary performance offers a means of enhancing an organisation's competitive advantage.

### **What can you get out of this study?**

- Insight into work environment factors that improve employees' experience of their jobs/organisations, increase employee tenure and encourage behaviours which are advantageous to the organisation.

To assess these issues I will be conducting a survey of the attitudes, behaviours and work-environment perceptions of employees working within small hospitality organisations. Surveys will be delivered to each organisation. Participation in the

survey is voluntary. Employees who choose to participate can return the completed survey using an attached pre-addressed, pre-paid envelope. Alternatively, they can access and complete it online by entering an URL into a web browser and following the instructions. Surveys will take approximately 15 minutes to complete. Organisations and employees will be anonymous and responses treated as confidential. Following the completion of the study, the findings and implications of the research will be shared with all participating organisations.

To encourage employees to complete surveys I will be awarding \$100 Westfield vouchers to five randomly selected participants. For each consecutive set of 30 entries I will draw one winner. Each survey has a unique code attached to it that will be used to identify the five prize winners. The instructions for entry into the draw will be on the cover sheet of each hard-copy survey. For surveys completed online, an automated message containing the unique survey code as well as instructions for entry into the draw will be sent to the respondent's email address.

For further enquiries contact me via phone: 021 0277 7607 or email: [ancestrydom@gmail.com](mailto:ancestrydom@gmail.com). This research has ethics approval. If you have queries regarding ethical issues please contact Dr. Nicola Starkey on 07 838 4466 extension: 6472. I would very much appreciate your permission to conduct this survey in your organisation. I will call you in a week's time to discuss this further with you. Thank you very much.

Kind regards,

Ance Strydom