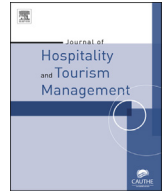


Contents lists available at [ScienceDirect](http://www.sciencedirect.com)

Journal of Hospitality and Tourism Management

journal homepage: <http://www.journals.elsevier.com/journal-of-hospitality-and-tourism-management>

The model of service-oriented organizational citizenship behavior among international tourist hotels



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ARTICLE INFO

Article history:

Received 9 November 2015

Received in revised form

2 May 2016

Accepted 19 May 2016

keywords:

Customer-employee exchange

Internal service behavioral intention

Service-oriented organizational citizenship behavior

Hospitality industry

ABSTRACT

This study focuses on the fact that the hotel industry relies on cooperation and assistance among colleagues to deliver superior service. Most studies on social exchange discuss leader-member exchange. However, this study finds that providing hotel service relies on the integration of managerial, employee, and customer relationships. This study discusses the effects of customer-employee exchange and internal service behavioral intention on service-oriented organizational citizenship behavior from the perspectives of customer-employee interaction and internal service among colleagues. The subjects of this study were the frontline service personnel at the international tourist hotels, including personnel at front desks, in service centers, in housekeeping, and in restaurants. From the 689 valid questionnaires, this study finds that customer-employee exchange significantly affects internal service behavioral intention and service-oriented organizational citizenship behavior. The study also finds that employees' internal service behavioral intention significantly affects service-oriented organizational citizenship behavior. Therefore, from the perspective of the employee-customer relationship, this study built a social exchange-internal service behavioral intention-organizational citizenship behavior effects model that can be used in future studies.

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1. Introduction

Driven by trends in global tourism, the number of tourists visiting Taiwan each year has nearly doubled in the past five years. The Tourism Bureau of Taiwan estimates that the number of tourists visiting the island reached 10 million in 2015 and that the number of hotels in Taiwan grew to more than 7500 by mid-2015. Scholars have found that good internal service within a company leads to superior external customer service (Large & König, 2009). Thus, an increasing number of businesses are striving to establish an internal environment in which employees are treated as internal customers and in which other supporting personnel (including managers and service-oriented personnel) are treated as internal service providers. In such an environment, employees support one another to improve performance (Chen, 2013).

In the face of the current fierce competition in the hotel industry, it will be difficult to satisfy the diverse and rapidly changing demands of customers if hotel service personnel fail to deliver superior service. Delivery of superior service requires that

employees go beyond their job description to provide better service to meet or exceed customer expectations and, in turn, to build customer satisfaction (Ma & Qu, 2011). Thus, organizational citizenship behavior, a concept that describes an employee's willingness to exceed the requirements of his or her job description, has attracted the attention of the service industry (Cho & Johanson, 2008). By considering the flexible and constantly changing features of the service environment, Van Dyne, Graham, and Dienesch (1994) developed the concept of service-oriented organizational citizenship behavior based on features common to the hotel industry. Service-oriented organizational citizenship behavior in the hotel industry not only benefits service delivery, provides higher quality service, and creates a friendlier environment that encourages customer interaction but also provides a service innovation view that fits customer demands more closely and creates higher customer satisfaction (Podsakoff, Whiting, Podsakoff, & Blume, 2009; Raub, 2008). Thus, the hotel industry must actively consider methods for inducing service-oriented organizational citizenship behavior from its employees to enhance service quality, competitive advantage, and the financial performance of hotels. However, studies on the factors that influence service-oriented organizational citizen behavior in the hotel service industry are

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rare (Kim, O'Neill, & Cho, 2010; Ma & Qu, 2011; Tang & Tang, 2012).

Social exchange is a voluntary action that individuals demonstrate when they expect to obtain rewards (Kamdar & Van Dyne, 2007). From the perspective of social exchange, employees who expect support and assistance from colleagues must also provide support and assistance to colleagues. Although social exchange is regarded as an important precondition for organizational citizenship behavior, many researchers have only studied leader-member exchange (e.g., Organ, Podsakoff, & MacKenzie, 2006; Euwenma, Wendi, & Emmerik, 2007). However, the hotel industry operates in a service environment that requires cooperation among employees. Employees must interact with colleagues and customers in addition to managers (Ma & Qu, 2011). Therefore, if employees wish to garner rewards from customers, such as repeat visits or a positive reputation, they must engage in more service behavior that benefits customers by cooperating with colleagues to provide superior internal service, which results in superior external service. Chen, Raab, and Tanford (2015) recognized the customer's participation in service encounters, and they found that their relationships with customer loyalty in a hospitality setting.

In contrast to other studies of social exchange, this study focuses on the fact that the hotel industry relies on cooperation and assistance among colleagues to deliver superior service. This purpose of this study is from the perspectives of social exchange and internal service, to discuss the relationship between customer-employee exchange and service-oriented organizational citizenship behavior, and the mediating effect of internal service behavioral intention on customer-employee exchange and service-oriented organizational citizenship behavior. The study provides practical and theoretical guidance for Taiwan's rapidly growing domestic hotel industry as well as specific suggestions for Taiwan's international tourism hotels for developing employee organizational behavior to strategically manage the hotel workforce.

2. Literature

To build the correlation between the internal model and organizational citizenship behavior, this section separately discusses customer-employee exchange, internal service behavioral intention, and service-oriented organizational citizenship behavior.

2.1. Customer-employee exchange

In the literature on organizational citizenship behavior, leader-member exchange is the most often discussed and studied social exchange (Organ et al., 2006). However, customer-employee exchange has begun to garner attention because serving customers has become the primary task of hotel employees. However, in the process of being served, not all customers voluntarily accept service. However, an increasing number of customers are actively participating in their service and providing information concerning their demands and opinions (Sierra & McQuitty, 2005).

Despite the rapid development of the service industry, few studies have attempted to develop a customer-employee exchange questionnaire even though the concepts of customer-employee exchange and of serving customers have begun to attract more attention (Sierra & McQuitty, 2005). According to the theory of social exchange and to many scholars, more customers will begin to participate in the delivery of service by employees, and customer participation will affect the emotions and behavior of employees. Sierra and McQuitty (2005) found that customer-employee exchange should include emotion and satisfaction. Additionally, Ma and Qu (2011) found that social exchange theory largely discusses leader-member exchange. However, the delivery of superior service requires a good relationship between employees and customers.

Therefore, Sierra and McQuitty (2005) developed five questions regarding the concept of customer-employee exchange to measure customer impressions of employee politeness, satisfaction, and emotion. This study uses a customer-employee exchange questionnaire based on Sierra and McQuitty's questions.

2.2. Internal service behavior intention

Internal service means providing service to other units or individuals within an organization (Large & König, 2009). Boshoff and Mels (1995) argue that each employee and department uses and provides service and that such internal service significantly affects the delivery and performance of service to outside customers. The concept of internal service originated from the internal market orientation theory proposed by Berry, Hensel, and Burke (1976). The theory asserts that employees are internal customers of a company. Because employee attitude and performance are significant factors affecting the operational success of the company, satisfying these internal clients is important (Chen, 2013). In the hospitality service industry, employee performance and attitude are significant factors affecting the delivery of service (Ruizalba, Guillermo, Miguel, & Blanca, 2014). Accordingly, the concept of the internal market has rapidly developed since 2008 and is frequently discussed in the hospitality marketing field (Line & Runyan, 2012).

This study defines internal service behavioral intention as the degree to which an employee is willing to show internal service behavior, such as cooperating with and assisting colleagues. By studying the personnel of an international tourism hotel, Billy, Pearl, Gail, and Skip (2006) found that employee work satisfaction and organizational promise can affect the quality of a hotel's internal service. Wildes (2007) found that good internal service quality helps hotels attract and retain excellent service personnel. Chen (2013) found that building and increasing the quality of the hotel service needs team builds cooperation and mutual assistance among colleagues. By studying the Taiwanese hotel industry, Chen (2013) found that organizational culture and a leader's style can influence the willingness of a hotel service employee to provide superior internal service and the degree to which an employee will improve his or her service quality, which influences a hotel's business performance.

2.3. Service-oriented organizational citizenship behavior

Among the various types of organizational behavior, the one that employees can use most flexibly is citizenship behavior (Organ, 1988; Podsakoff & MacKenzie, 1994). Citizenship behavior is an employee's voluntary decision to exceed the requirements of his or her work role. Exceeding work requirements benefits the employee's organization (Brief & Motowidlo, 1986; Organ, 1988). Organ (1988) argues that the design of organizational systems is never perfect. If an organization relies solely on the in-role behavior of its employees, it will be difficult to achieve organizational goals. Accordingly, an organization must rely on certain citizenship behavior by employees who voluntarily demonstrate organizational behavior to make up for the drawbacks of the role to achieve organizational objectives. Thus, Organ (1988) defined organizational citizenship behavior as various types of behavior that have not been directly recognized by an organization's formal reward system but which benefit an organization's operational performance. Organ divided organizational citizenship behavior into altruism, kindness, sportsmanship, conscientiousness, and civil virtuousness, a division that has been widely used in the recent literature (Ma & Qu, 2011).

However, with the boom in the service industry, some scholars

believe it is necessary to develop the concept of customer- and service-oriented organizational citizenship behavior for employees who serve customers (Podsakoff & MacKenzie, 1997). Thus, Van Dyne et al. (1994) developed three dimensions of service-oriented organizational citizenship behavior for employees serving customers: loyalty, service delivery, and participation. Loyalty means that employees actively promote an organization's products, services, and image to customers. Additionally, the perceptions of service industry employees can directly affect the perceptions of customers. Several studies on service quality have noted the importance of service industry employees displaying reliable, responsive, and polite behavior. Therefore, the second dimension is service delivery. Finally, service industry employees play the role of communication bridge between the external environment and internal operations. Service industry employees not only report customer demands but also provide suggestions for improving service. Thus, participation means the voluntary provision of suggestions for service improvement to satisfy the changing needs of customers (Bettencourt, Gwinner, & Meuter, 2001). Many studies have adopted the three service-oriented organizational citizenship behavior dimensions that Van Dyne et al. (1994) developed to measure the behavior of service industry employees. Van Dyne, Graham, and Dienesch studied the frontline employees of 100 companies in the service industry and via validity analysis found internal consistency of the three dimensions ($\alpha > 0.80$). Thus, this study uses loyalty, service delivery, and participation to measure service-oriented organizational citizenship behavior.

2.4. Customer-employee exchange and internal service behavioral intention

Among the various social exchange theories, the one most often discussed is leader-member exchange. However, recent studies have begun focusing on the interaction between customers and employees. Thus, in terms of the application of managerial behavior, customer-employee exchange means that efficient employees must be good at using organizational resources and establishing positive exchange and interaction relationships to provide customers with extra benefits and opportunities in allocating resources. During the reciprocal and mutual benefiting process, employees can then ask customers to provide extra support and feedback and to further benefit employees. Attribution theory proposed by Heider (1920) assesses the information gathering process and how it generates a causal judgment (Laczniak, DeCarlo, & Ramaswami, 2001). Chadee (2011) suggested that the theory of attribution from the social cognition perspective, which assumes that parts of a person's acquired knowledge are impacted by observing others within the context of social interaction (Fiske & Taylor, 1984). Thus, in the theory of attribution, assumed that customer and employee interaction would impact how employees have their work attitudes and behaviors. In studying restaurants, Kang and Hyun (2012) found that employees with a customer service mindset established positive relationships with customers by cooperating with colleagues and using other beneficial communication models. In discussing the causes and effects of hotel employee work satisfaction, Yang (2010) found that social exchange affects employees' dedication to work and willingness to support one another by creating work satisfaction. Thus, this study proposes Hypotheses 1: customer-employee exchange can positively affect an employee's internal service behavioral intention.

2.5. Customer-employee exchange and service-oriented organizational citizenship behavior

According to social exchange theory, "the more benefits you get

from others, the more pressure you would have to give back" (Kamdar & Van Dyne, 2007). Giving back is largely demonstrated through citizenship behavior. Additionally, employees sometimes show friendliness to others through altruistic behavior and expect others to demonstrate the same amount of altruistic behavior (Scott, 2007), which causes employees to demonstrate citizenship behavior toward the organization, colleagues, and customers. In other words, more positive interaction experiences between employees and customers encourage employees to demonstrate citizenship behavior that benefits customers. Using restaurants as an example, Kang and Hyun (2012) found that employees with a customer service mentality are more dedicated to establishing positive relationships with customers. They demonstrate citizenship behavior that benefits organizations and customers, and customers demonstrate positive behavior, such as providing suggestions and cooperation that reward employees and businesses. Ma and Qu (2011) believed that employees' organizational citizenship behavior was not completely affected by social exchange relationships with certain subjects. In other words, positive relationships between employees and managers may stimulate employees' organizational citizenship behavior toward colleagues or customers. Additionally, Ma and Qu (2011) found that customer-employee exchange relationships positively affect employees' organizational citizenship behavior toward organizations, colleagues, and customers. Using the hotel industry as an example, Mario, Ma, José, and Nadine (2009) discussed the causes and effects of the quality of employee-customer relationships. The results showed that when customers and employees interact positively, both sides show behavior that assists and benefits the other side. Thus, the study proposes Hypothesis 2: customer-employee exchange positively affects service-oriented organizational citizenship behavior.

2.6. Internal service behavioral intention and service-oriented organizational citizenship behavior

The hotel industry is characterized by a high degree of interaction. Interaction and contact between employees and customers are important factors that often determine a customer's perception of service quality. As competition in the hotel industry increases and as a growing number of hotels realize the importance of service quality, it will become difficult for hotel employees to satisfy the demands of customers if they fail to provide superior service. Superior service requires mutual support among employees to provide service that meets or exceeds customers' expectations (Ma & Qu, 2011). Using Taiwan's hotel industry as an example, Chiang and Hsieh (2012) found that cooperation among employees can increase the amount of organizational citizenship behavior demonstrated by employees. Additionally, Kattara, Weheba, and El-Said (2008) found that if hotel employees cooperate and support one another, they will demonstrate a higher degree of voluntary service behavior to meet other employees' needs. Ruizalba et al. (2014) found that employees are an important factor in customer satisfaction. Using hotels in Spain as an example, they found that internal service affects employee work satisfaction and their involvement with the hotel, which affects outside service and customer satisfaction. Thus, the present study proposes Hypothesis 3: employees' internal service behavioral intention is significantly correlated with service-oriented organizational citizenship behavior. The conceptual framework of this study is illustrated in Fig. 1:

3. Methodology

Using a questionnaire, the study discusses the effects of

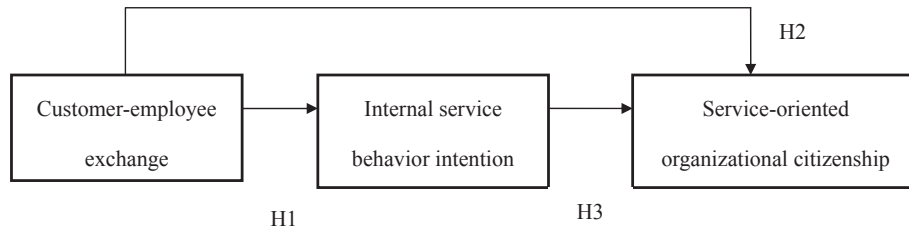


Fig. 1. Conceptual framework.

customer-employee exchange, internal service behavioral intention, and service-oriented organizational citizenship behavior. The study uses the five-question customer-employee exchange questionnaire developed by Sierra and McQuitty (2005) and to the modified three-question internal service behavioral intention questionnaire developed by Beck and Ajzen (1991). Additionally, the study uses the 16-question service-oriented organizational citizenship behavior questionnaire proposed by Bettencourt et al. (2001), which divides service-oriented organizational citizenship behavior into three dimensions: loyalty, service delivery, and participation. Questionnaire items list as the appendix. We gave the preliminary questionnaire to five scholars and industrial experts to examine the appropriateness of the questionnaire and subsequently modified the words and narrative of the questions to use it to measure all variables. Therefore, the formal questionnaire used in this study is divided into four parts and is self-reported. The first part of the questionnaire asks five questions to measure the surveyed employees' perceptions of serving customers. The second part of the questionnaire asks three questions to measure the surveyed employees' perceptions of internal service to colleagues. The third part of the questionnaire surveys employees' perceptions of work behavior. All three parts of the questionnaire use the Likert five-point scale (strongly disagree, disagree, neutral, agree, and strongly agree) to measure the degree to which employees agree with the descriptions of the questions. The fourth part of the questionnaire requested the basic information of the person completing the questionnaire, including demographic variables, such as gender and age.

According to statistics provided by the Taiwan Ministry of Transportation and Communication in the Bureau of Tourism, there are 68 international tourist hotels in Taiwan. We contacted the senior managers of these hotels, and a total of 28 hotels were willing to participate in the questionnaire survey. In February 2015, the author mailed questionnaires to 1000 employees working in these hotels in the areas of front desks, service centers, housekeeping, and restaurants. Some 720 employees responded by May 2015, for a 72% response rate. After eliminating 31 questionnaires in which over 5 questions were missing, we collected a total of 689 valid questionnaires, for a 68.9% valid response rate (average of 21–26 employees per hotel). We used validity analysis, correlation analysis, analysis of variance, and regression analysis to investigate the correlations among customer-employee exchange, internal service behavioral intention and service-oriented organizational citizenship behavior, also verified the framework and hypotheses of this study.

4. Results

4.1. Sample

Females accounted for 59.2% of the 689 interviewees. The majority (64.3%) of the interviewees were between 21 and 39. A large

percentage (57.2%) of the interviewees had college degrees. Singles accounted for 60.6% of the interviewees. The highest percentage (41.1%) of the interviewees had 3 years or less experience in the hotel industry, and the second highest percentage (22.9%) of the interviewees had 4–6 years of experience. The highest percentage (46.8%) of the interviewees had average monthly incomes between NT\$20,000 and NT\$40,000, and the second highest percentage (31.9%) of the interviewees had average monthly incomes between NT\$40,000 and NT\$60,000. The interviewees were distributed among the following departments: the highest percentage was in housekeeping (30.1%), and the second and third highest percentages were in rooms division (29.8%) and the restaurant (28.1%), respectively. The highest percentage (39.1%) of the interviewees worked in the North, and the second highest (24.5%) worked in the central region.

4.2. Data analysis

After recovering the questionnaires, reliability analysis and confirmatory factor analysis were used to check the reliability and validity of the test questions. As shown in Table 1, the SMC of the questions concerning the research variables is more than 0.69 (between 0.69 and 0.92) and the CR is more than 0.81 (between 0.81 and 0.89), indicating good internal consistency. In accordance with prior research, if $\chi^2/d.f.$ $0 < 5$, $RMSEA < 0.08$, $SRMR < 0.1$, $GFI > 0.9$, $AGFI > 0.8$, and $CFI > 0.9$, the model is considered to be a good fit (Podsakoff, Mackenzie, & Podsakoff, 2012). All research variables were found to conform to these standards, and the factor loadings of all questions were as expected, demonstrating the fitness of the overall model. Hair, Black, Babin, and Anderson (2010) suggested that factor loading > 0.5 , $SMC > 0.5$, $CR > 0.7$, and $AVE > 0.5$ indicated that the constructs have convergent validity. If the square root value extracted from the average variability of latent variables is bigger than the correlation coefficient under a different construct, then the correlation between the latent constructs is weaker than the correlation within the latent constructs. This rule is helpful for evaluating the convergent and discriminant validity of the research variable constructs. The results indicate that the factor loadings of the questions concerning the research variables are all greater than 0.67 (between 0.67 and 0.82), $SMC > 0.69$ (between 0.69 and 0.92), $CR > 0.81$ (between 0.81 and 0.89), and $AVE > 0.59$ (between 0.59 and 0.74), so this model has good convergent validity. In addition, the AVE square root values of all research variables are larger than the correlation coefficients between the constructs, so the model has good discriminant validity (see Table 1).

As shown in Table 1, the average value of "customer-employee exchange" is 4.21, with standard deviation 0.51. The average value of "internal service behavioral intention" is 4.26, with standard deviation 0.57. The average values of all dimensions of "service-oriented organizational citizenship behavior" are between 4.12 and 4.26, with standard deviations between 0.57 and 0.61. "Service

Table 1
Description and confirmatory factorial analysis on the study variables.

Construct & factor	Items	Mean	S. D.	Factor loading	Cronbach's α	SMC	CR	AVE
Customer-employee exchange	5 items totally	4.21	0.51	0.67–0.77	0.78	0.73–0.90	0.86	0.62 (0.79)
Internal service behavior intention	3 items totally	4.26	0.57	0.77–0.82	0.71	0.71–0.89	0.84	0.74 (0.86)
Service-oriented OCB	16 items totally	4.18	0.50		0.89			
Loyalty	5	4.15	0.57	0.72–0.82	0.83	0.74–0.85	0.83	0.66 (0.81)
Service delivery	6	4.26	0.57	0.70–0.75	0.67	0.69–0.82	0.81	0.59 (0.77)
Participation	5	4.12	0.61	0.74–0.82	0.84	0.79–0.92	0.89	0.71 (0.84)

Note: () means squared root of AVE.

delivery” has the highest average score and “participation” the lowest average score in the service-oriented OCB section.

4.3. Correlation analysis

Through correlation analysis of the customer-employee exchange and other variables, this study found significant positive correlations, with the degree of correlation between customer-member exchange and service-oriented organizational citizenship the highest of these correlations (see Table 2).

Correlation analysis of internal service behavioral intention and other variables all show significant positive correlations, among which the degree of correlation between internal service behavioral intention and service-oriented organizational citizenship behavior is the highest.

Correlation analysis of service-oriented organizational citizenship behavior and its dimensions all show significant positive correlations, among which service-oriented organizational citizenship behavior had the highest degree of correlation with the loyalty dimension and the lowest degree of correlation with the service delivery dimension. Correlation analysis of service-oriented organizational citizenship behavior and other variables all show significant positive correlations, among which service-oriented organizational citizenship behavior has the highest degree of correlation with customer-employee exchange. Correlation analysis of dimensions of service-oriented organizational citizenship behavior and other variables show that loyalty, service delivery, and participation all have a relatively high degree of correlation with customer-member exchange.

4.4. Regression analysis

By analyzing variance, this study found that basic personal information, such as age ($F = 7.96$, $p = 0.00$), education ($F = 3.91$, $p = 0.00$), marriage ($F = 5.13$, $p = 0.00$), years worked ($F = 8.41$, $p = 0.00$), and monthly income ($F = 14.58$, $p = 0.00$) significantly affected service-oriented organizational citizenship behavior and accordingly included age, education, marriage, years worked, and monthly income into the regression analysis as controlling variables.

Through hierarchical regression analysis (Table 3), this study found that age, marriage, years worked, and monthly income all

have significant explanatory power for service-oriented organizational citizenship behavior. Affected by the individual characteristics of the controlling samples, the study found that customer-employee exchange and internal service behavioral intention both significantly affected service-oriented organizational citizenship behavior, with the effects of customer-employee exchange being the most significant.

Further analysis of various dimensions of service-oriented organizational citizenship behavior (Table 3-1–3) showed that individual monthly income and internal service behavioral intention both significantly affected some dimensions of service-oriented organizational citizenship behavior, such as loyalty, service delivery, and participation.

Regarding mediation, this paper examine whether H2 are supported through the saturated model. This paper find that, in addition to its significant positive relationship to internal service behavioral intention, customer-employee exchange has a significant direct effect on service-oriented organizational citizenship behavior; that is, there is evidence that the effect of customer-employee exchange on service-oriented organizational citizenship behavior was not fully mediated by internal service behavioral intention.

5. Discussion

Through correlation analysis and regression analysis, this study found that customer-employee exchange significantly affects internal service behavioral intention and service-oriented organizational citizenship behavior. Service-oriented organizational citizenship behavior in this study has three dimensions: loyalty, service delivery, and participation. This study did not find any significant effects of customer-employee exchange on the three dimensions. Thus, Hypothesis 1 (customer-employee exchange can positively affect employees' internal service behavioral intention) stands. However, Hypothesis 2 (customer-employee exchange can positively affect service-oriented organizational citizenship behavior) only partially stands. The present study found that employees' internal service behavioral intention significantly affects service-oriented organizational citizenship behavior and its three dimensions. Thus, Hypothesis 3 (employees' internal service behavioral intention is significantly correlated with service-oriented organizational citizenship behavior) stands.

Table 2
Correlation analysis of the research variables.

	Customer-employee exchange	Internal service behavior intention	Loyalty	Service delivery	Participation	Service-oriented OCB
Customer-employee exchange	1.00					
Internal service behavior intention	0.60**	1.00				
Loyalty	0.59**	0.53**	1.00			
Service delivery	0.52**	0.50**	0.59**	1.00		
Participation	0.56**	0.52**	0.65**	0.53**	1.00	
Service-oriented OCB	0.65**	0.61**	0.86**	0.84**	0.85**	1.00

附註: *表 $p < 0.05$, **表 $p < 0.01$.

Table 3

Hierarchical regression analysis on the effect of customer-employee exchange, internal service behavior intention on service-oriented OCB.

Model variable (Dependent variable: service-oriented OCB)		Level 1			Level 2		
		Personal basic data variable			OCB variable		
		Beta	t	p	Beta	t	p
Independent variable	Age	-0.15	-2.33	0.02	-0.08	-1.60	0.11
	Education	0.03	0.66	0.51	0.02	0.83	0.41
	Marriage	0.09	1.89	0.06	0.05	1.50	0.13
	Seniority	0.14	2.01	0.05	0.03	0.69	0.49
	Personal monthly income	0.23	4.28	0.00	0.08	2.14	0.03
	Customer-employee exchange				0.42	11.70	0.00
	Internal service behavior intention				0.33	9.56	0.00
Model summary	R ²	0.087			0.506		
	F	12.09			92.76		
	p	0.00			0.00		
	ΔR ²	0.087			0.419		
	ΔF	12.09			268.91		
	Δp	0.00			0.00		

Table 3-1: Hierarchical regression analysis on the effect of customer-employee exchange, internal service behavior intention on "loyalty" dimension of service-oriented OCB

Model variable (Dependent variable: loyalty)		Level 1			Level 2		
		Personal basic data variable			OCB Variable		
		Beta	t	p	Beta	t	p
Independent variable	Age	-0.11	-1.72	0.09	-0.05	-0.84	0.40
	Education	-0.01	-0.14	0.89	-0.01	-0.31	0.76
	Marriage	0.05	1.04	0.30	0.02	0.42	0.68
	Seniority	0.08	1.22	0.22	0.01	0.15	0.88
	Personal monthly income	0.22	4.06	0.00	0.16	3.35	0.00
	Customer-employee exchange				0.02	0.58	0.56
	Internal service behavior intention				0.50	14.71	0.00
Model summary	R ²	0.056			0.301		
	F	7.58			38.91		
	p	0.00			0.00		
	ΔR ²	0.056			0.245		
	ΔF	7.58			110.69		
	Δp	0.00			0.00		

Table 3-2: Hierarchical regression analysis on the effect of customer-employee exchange, internal service behavior intention on "service delivery" dimension of service-oriented OCB

Model Variable (Dependent variable: service delivery)		Level 1			Level 2		
		Personal basic data variable			OCB variable		
		Beta	t	p	Beta	t	p
Independent variable	Age	-0.10	-1.60	0.11	-0.04	-0.75	0.46
	Education	0.00	0.10	0.92	-0.00	-0.02	0.99
	Marriage	0.11	2.26	0.02	0.08	1.83	0.07
	Seniority	0.08	1.18	0.24	0.01	0.15	0.88
	Personal monthly income	0.14	2.55	0.01	0.08	1.66	0.10
	Customer-employee exchange				0.01	0.26	0.80
	Internal service behavior intention				0.48	13.85	0.00
Model summary	R ²	0.042			0.268		
	F	5.57			33.05		
	p	0.00			0.00		
	ΔR ²	0.042			0.226		
	ΔF	5.57			97.51		
	Δp	0.00			0.00		

Table 3-3: Hierarchical regression analysis on the effect of customer-employee exchange, internal service behavior intention on "participation" dimension of service-oriented OCB

Model variable (Dependent variable: participation)		Level 1			Level 2		
		Personal basic data variable			OCB variable		
		Beta	t	p	Beta	t	p
Independent variable	Age	-0.17	-2.73	0.01	-0.11	-2.02	0.04
	Education	0.07	1.76	0.08	0.06	1.87	0.06
	Marriage	0.05	1.03	0.30	0.02	0.44	0.66
	Seniority	0.21	3.18	0.00	0.14	2.44	0.02
	Personal monthly income	0.23	4.53	0.00	0.18	3.86	0.00
	Customer-employee exchange				0.03	0.93	0.36
	Internal service behavior intention				0.46	13.87	0.00

(continued on next page)

Table 3 (continued)

Model variable (Dependent variable: participation)		Level 1			Level 2		
		Personal basic data variable			OCB variable		
		Beta	t	p	Beta	t	p
Model summary	R ²	0.118			0.329		
	F	17.04			44.30		
	p	0.00			0.00		
	ΔR ²	0.118			0.211		
	ΔF	17.04			99.28		
	Δp	0.00			0.00		

The social exchange theory asserts that establishing and maintaining positive relationships between interacting parties stimulates the beneficiary's tendency to reciprocate, which benefits all members in the exchange relationship (Blau, 1986). Sierra and McQuitty (2005) argue that during a hotel stay, more customers will voluntarily participate and provide information regarding their needs and opinions. Customer participation can affect employee emotion and behavior. Additionally, customers determine whether they will provide opinions or thoughts benefiting service quality based on employee attitude and behavior. Thus, employees are expected to establish positive relationships with customers to deliver quality service that meets customer demands and expectations. By doing so, employees can obtain the rewards they want, such as a sense of accomplishment, superior performance, promotions, and raises. In discussing the causes and effects of hotel employee work satisfaction, Yang (2010) found that social exchange affects an employee's dedication to work and willingness to support his or her colleagues through the establishment of work satisfaction. Ma and Qu (2011) found that in the hotel industry, frontline employees often have social exchanges with various people, such as managers, colleagues, and customers, that positively affect their organizational citizenship behavior. This study found that customer-employee exchange stimulates employees' internal service behavioral intention and service-oriented organizational citizenship behavior, which enhances service performance and the attitudes and behaviors of colleagues and the organization. Additionally, this study found that as a result of the rapid development of consumer consciousness, customers will not continue to passively accept service during their hotel stay. More customers will begin actively participating in the service they receive and providing information concerning their demands and opinions (Sierra & McQuitty, 2005). Several studies in the management field only focus on traditional social exchange views, such as leader-member exchange (Organ et al., 2006), and neglect other important aspects of social exchange relationships. The results of this study provide practical guidance for hotels regarding customer-employee exchange.

Organ (1988) argued that the design of organizational systems can never be perfect. If an organization solely relies on the in-role behavior of employees, it will be difficult to achieve organizational goals. Accordingly, an organization must rely on certain extra-role behavior employees to voluntarily demonstrate in-role behavior to make up for the drawbacks of the role definition and to achieve organizational objectives. The effects of organizational citizenship behavior on organizational performance have garnered the attention of many researchers (i.e., Ma & Qu, 2011; Chiang & Hsieh, 2012 et al.). However, researchers have found that organizational citizenship behavior does not necessarily apply to all industries. The service industry serves customers and provides

invisible service and should develop organizational citizenship behavior that fits these features (Borman & Motowidlo, 1993). Thus, this study employed the three dimensions of service-oriented organizational citizenship behavior developed by Van Dyne et al. (1994) for service industry employees: loyalty, service delivery, and participation. In studying the hotel industry in Taiwan, Chiang and Hsieh (2012) found that when employees cooperate with one another, organizational citizenship behavior within an organization increases. Additionally, Kattara et al., (2008) found that if hotel employees cooperate with and support one another, they will demonstrate a higher degree of voluntary service behavior that will meet other employees' needs. The results of this study support the findings of these previous studies. Facing the diversification of competitor and consumer demands and the rapidly changing business environment in which the hotel industry finds itself, this study provides managerial value and strategies for inducing the type of team cooperation required for delivering quality customer service, such as internal service, mutual assistance, work behavior that is not limited by organizational rules, and the voluntarily provision of service that meets customer needs.

6. Conclusion

This study makes four contributions to the literature. First, most studies on social exchange discuss leader-member exchange. However, this study finds that providing hotel service relies on the integration of managerial, employee, and customer relationships. The delivery of superior service requires employees to establish and develop positive relationships with colleagues and customers. Thus, this paper studied customer-employee exchange. Second, organizational citizenship behavior has received much attention from the management and organizational behavior field. Scholars have proposed that the service industry develop the appropriate definition and dimensions of organizational citizenship behavior that fits its development based on its features. Thus, this study used the three dimensions of service-oriented organizational citizenship behavior developed by Van Dyne et al. (1994) for service industry employees: loyalty, service delivery, and participation. Additionally, the study found that the three dimensions had good reliability and validity for the hotel service industry. Third, from the perspective of the employee-customer relationship, this study built a social exchange-internal service behavioral intention-organizational citizenship behavior effects model that can be used in future studies. Fourth, this study found that internal service behavioral intention significantly affects service-oriented organizational citizenship behavior. Thus, it is important to determine how the willingness of employees to provide service and to support their colleagues' needs can be stimulated. This study found that positive relationships between employees and customers encourages

customers to behave in ways that assist employees in providing quality service, such as by providing suggestions or even voluntary assistance. Therefore, businesses and managers should encourage or provide the assistance employees require for maintaining positive customer relationships, including administrative support, such as reward systems, bonuses, complete customer databases, and analyses of customer behavior. Customers can only feel satisfied when employees feel satisfied. For employees to provide service that satisfies customers and builds positive long-term relationships, employees must possess a sense of identity and loyalty to the organization. Thus, businesses and managers must treat internal customers (employees) as outside customers and provide mechanisms and benefits that meet their needs.

Considering the potential limitations of this study is important when interpreting the results. Data on all items was self-reported and was collected with one wave which naturally raised a distinct possibility of overestimating intention and behavior and created common method bias; thus future studies should use different sources (for example, hotel managers and external customers). We have three recommendations for future studies. First, the subjects of this study were primarily frontline professional personnel in international tourist hotels, such as personnel at the front desk, in the service center, in housekeeping, and in the restaurants. Individuals are often unwilling to demonstrate internal service behavior because of personality factors or self-interest. Thus, researchers that are investigating the factors that encourage workers' internal service behavior intention, especially that which motivates workers to assist and support each other, must consider workers' opinions and views as well as those of managers at other levels, such as departmental managers or senior managers. Thus, we recommend that other types of research subjects are considered in future studies. Second, in this study, we only used social exchange theory to consider the effect of customer-employee exchange on internal service behavior intention and service-oriented OCB. However, the factors that stimulate worker behavior produce a complex relationship network. Thus, we recommend that other managerial or organizational factors, such as the organizational culture and the management style, be considered in future studies. Finally, we applied the concept of internal service to hotel service in this study. However, there are various types of hotel service, such as tourist hotels, business hotels, or even home stays. Given the different types and characteristics of service, we recommend that different types of hotels are considered in future studies to develop an effect model of internal service in the hospitality industry that has more explanatory power.

Appendix

Customer-employee exchange items

- 1 Most of our guests are polite
- 2 I feel that my services are appreciated by our guests
- 3 I rarely receive complaints from my guests
- 4 I feel our guests are satisfied with the services provided by our hotel
- 5 I feel our guests are happy to stay in our hotel

Internal service behavior intention items

- 1 I am willing to provide internal services
- 2 I plan to provide internal services
3. I will make an effort to provide internal services

Service-oriented organizational citizenship behavior items.

- 1 Tells outsiders this is a good place to work
- 2 Says good things about organization to others
- 3 Generates favorable goodwill for the company
4. Encourages friends and family to use firm's products and services
- 5 Actively promotes the firm's products and services
6. Follows customer-service guidelines with extreme care
7. Conscientiously follows guidelines for customer promotions
8. Follows up in a timely manner to customer requests and problems
9. Performs duties with unusually few mistakes
- 10 Always has a positive attitude at work
11. Regardless of circumstances, exceptionally courteous and respectful to customers
12. Encourages coworkers to contribute ideas and suggestions for service improvement
13. Contributes many ideas for customer promotions and communications
14. Makes constructive suggestions for service improvement
15. Frequently presents to others creative solutions to customer problems
16. Takes home brochures to read up on products and services

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