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Organisational Citizenship Behaviour: Exploring enablers within organisational culture from an employment perspective

by

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Abstract

In order to cope with unexpected service challenges, it is probably inevitable that frontline employees need to exercise extra-role behaviour during service encounters. According to Organ (2006), such extra-role behaviour is described as Organisational Citizenship Behaviour (OCB). Baum (2006) and Cheung (2006) suggest that the nature of organizational culture can foster and encourage this notion of Organizational Citizenship Behaviour (OCB) within a company. However, it has been argued that organisational culture studies still remain limited in service operations (e.g. Chen et al., 2012).

The case organisation for this qualitative study is of one of Fortune magazine's list of the 100 Best Companies to Work For, ranking 91 in 2014, and from an employment perspective, is used to shed light on the unique culture that underlines the execution of extra-role behaviour and how organisational culture can impact upon OCB. Frontline employees were selected from Room Divisions of three hotels located in England and the Republic of Ireland. Semi-structured interviews were employed as the research method and template analysis (King, 2014) was adopted for the process of data analysis.

From a qualitative perspective, the contribution of this thesis is an attempt to uncover factors embedded within organisational culture in order to contribute in an understanding of frontline staff's OCB. Extending previous research that studied the relationship between organisational culture and employee performance (e.g. Ro and Chen, 2011), this research argues that organisational culture plays a key role influencing frontline employee performance with a focus on managerial empowerment, organisational politics, and trust. Extending Cheung et al.'s (2012) research in terms of managerial empowerment and employee productivity, the present study suggests that managerial empowerment has an impact upon OCB. This research suggests that OCB can be fostered and developed in a positive and open political work environment. Cheung et al. (2012) argue that trust is seen as a key factor enabling managerial empowerment. Extending Cheung et al.'s (2012) argument, the present study supports the argument that trust is a key consideration in fostering OCB. Finally, this study addresses the implementations of managerial approaches in developing and fostering frontline employee OCB in the upscale hotel sector.

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List of Abbreviations

HRM	Human Resource Management
OCB	Organisational Citizenship Behaviour
OP	Organisational Politics

CHAPTER ONE INTRODUCTION

This chapter begins with an overview of the background to the study and then follows by identifying research significance and scope. It goes on to provide a brief outline of the research framework of the present study and the organisation of the thesis. Finally, it concludes with summary of this chapter.

1.1 Background of the study

This section begins with consideration of the importance of employee organisational citizenship behaviour (OCB). It then moves on to provide insights into the influence of organisational culture within hospitality.

1.1.1 Organisational citizenship behaviour

A key aspect of hospitality work is its reliance on people to fulfil basic operational and service functions in the industry. Employees create a competitive edge for hospitality companies (Hughes and Rog, 2008). Many researchers argue that frontline employees play a critical role in contributing to a hospitality firm's success (Lashley, 2008; Onsøyen, 2009; Slåtten et al., 2011) as frontline employees and customers interact when production and consumption occur. During the process of service delivery, service interaction plays a role influencing guest experiences (Raub, 2008). Further, Fisher et al. (2010) note that frontline employee attitudes and behaviours are related to levels of guest satisfaction in service encounters. Lucas and Deery (2004) further highlight that positive employee performance has been identified as important to hospitality organisations.

The nature of hospitality work often requires employees to 'go the extra mile', or to go beyond their task description to ensure customer satisfaction. These behaviours are often referred to as organisational citizenship behaviour (OCB) (Turnipseed, 2003). Frontline employees can be seen as the leading actors in a drama. Due to the nature of hospitality products, production and consumption occur simultaneously. There are no scripts or rehearsals for such a live play. In this sense, frontline employees sometimes may need to go the extra mile to recover from some mistake or cater for guests' personalised needs or requests. In this context, it can be expected that organisations aiming to provide a personalised service have to empower frontline employees to meet guests' expectations. Thus, in order to cope with unexpected service challenges, it is unavoidable that frontline employees need to exercise extra-role behaviour during service encounters. Organ (2006) describes extra-role behaviour as OCB, comprising actions that are not included in a job description and are not recognised in a formal reward system in an organisation.

Frontline employees often have to go beyond what is required by the job description or service standards and they are expected to go beyond standardised routines in order to achieve service excellence defined by their companies (Ma and Qu, 2011). OCB plays a critical role in service interactions by allowing employees to engage in exercising discretionary behaviour to respond promptly to customer requests (Raub, 2008). OCB has been considered as an important factor enhancing organisational performance (Bienstock et al., 2003; Podsakoff et al., 2009) and employee performance (Chiang and Hsieh, 2012). Given the recognised importance of frontline employees' service jobs relating to organisational success, hospitality organisations should develop a work environment that has positive impacts on employee attitudes

and behaviour (Daskin et al., 2013). Thus, the nature of the work environment can be of importance to encourage frontline employee OCB within the hospitality context.

1.1.2 Organisational Culture

According to Ogbonna and Harris (2002), studies on the management of culture can be categorised into three groups: the optimists, the pessimists and the realists. From the viewpoint of the optimists, supporters assume that the existence of unitary cultures prevails in organisations and consider that it is possible and desirable for top management to dominate cultural management with planned managerial intervention in order to optimise business performance. As for the pessimists, they consider that the management of culture is used to legitimise managerial control over the labour process and their research focus tends to be on the conflicts and contradictions of organisational life. For the realists, the advocates of this group view the management of organisational culture as an instrument. They are in a position where they want to try to find merit in each of these optimist and pessimist positions because they believe that it is possible to change organisational culture. Some of them are critical about the perception of planned cultural approaches. Few are interested in seeking alternatives to the development of organisational culture. It is argued that organisational culture may be influenced under specific organisational conditions such as the formation of an organisation, or leadership turnovers (Ogbonna and Harris, 2002). Thus, attention has to be drawn to certain organisational variables embedded within the context of organisational culture in order to have an understanding into the organisational culture of a company.

Organisational culture is seen as an important prerequisite for overall organisational effectiveness and performance (Asree et al., 2010; Fang and Wang, 2006; Kusluvan et al., 2010). Xenikou and Simosi's (2006) study reveals that adaptive cultural orientations have a direct effect on performance. Chen and Cheng's (2012) results indicate that organisational culture influences employee awareness of internal service quality. Asree et al.'s (2010) research lends empirical support to a link between organisational culture and organisational responsiveness. Although empirical findings reveal that organisational culture has an impact on organisational effectiveness and performance, researchers suggest that the inclusion of organisational culture in service operations practices still needs to be further explored (Asree et al., 2010; Chen and Cheng, 2012; Chen et al., 2012; Fang and Wang, 2006).

The characteristics of the hospitality work environment are widely seen as low pay, low job security, overworked, limited opportunities for personal development, and various demands through seasonality (Baum, 2008; Daskin et al., 2013; Karatepe and Sokmen, 2006; Ogbonna and Harris, 2002). Researchers suggest that the management of organisational culture may be employed to minimise the impact of these problems (Lashley, 1999; Ogbonna and Harris, 2002). In addition to the practices of human resources management, it can be suggested that the management of organisational culture may be employed as 'a soft approach' to shape hospitality employee attitudes and behaviour. Werner's (2000) conceptual paper postulates that organisational-level factors needs to take into consideration when the enactment of employee OCB is expected to be seen as high level in the context of performance in a particular setting. Thus it is of interest to explore how, and to what extent,

organisational culture can facilitate frontline employee behaviour if OCB is expected.

1.2 Research significance and scope

According to Chiang and Hsieh (2012), attention is paid to OCB in the tourism and hospitality industry mainly focuses on employees the restaurant settings. Researchers point out that light needs to shed on hotel employees (Chiang and Hsieh, 2012; Raub, 2008) because hotel employees may be required to provide wider service professionalism and expertise to fulfil guest experience (Chiang and Hsieh, 2012). To maintain high levels of service quality within a hotel company, hotel employees are expected to display OCB to a greater extent (Raub, 2008). Additionally, in order to make good use of human and organisational resources, it is argued that employee OCB should be promoted in the hotel industry (Chiang and Hsieh, 2012).

Researchers also suggest that more research is required to provide insights into the factors encouraging OCB in service industries (Daskin et al., 2013; Mei, 2009; Yoon and Suh, 2003). Most research focusing on the relationship between organisational activities and OCB has been conducted in manufacturing industries (Sun et al., 2007). In recent years, light has been shed on the relationship between hotel industry OCB and empowerment rewards (Daskin et al., 2013), perceived organisational support (Chiang and Hsieh, 2012), exchange theory (Ma and Qu, 2011, training (Nasurdin et al., 2014), service climate (Tang and Tang, 2012) and HRM practices (Tsaur and Lin, 2004). Research evidence confirms that organisational culture is an important factor in the design of approaches to develop job attitudes such as

employee empowerment (Chiang and Jang, 2008; Sparrow, 1994). Further, researchers suggest that the nature of organisational culture can foster and encourage this notion of OCB within a company (Baum, 2006; Cheung, 2006; Werner, 2000). It is of value to understand how frontline employee OCB can be developed from a cultural perspective. Thus, the present study attempts to explore the extent to which organisational culture can be employed to facilitate and foster employee OCB in the upscale hotel sector.

1.3 The outline of the research framework of the present study

Predominately, this thesis explores the OCB debate from a managerial perspective, especially focusing on discourse with regard to organisational culture. It provides a contribution to the implementation of organisational culture in relation to frontline employee OCB within the context of hospitality, based in the upscale hotel sector.

Thesis research aim

The aim of the present study is to explore the extent to which organisational culture can be employed as a positive motivator enabling frontline employee OCB in the upscale hotel sector.

The research objectives of the study

Objective 1: To explore the relationship between managerial empowerment and OCB

Objective 2: To explore the relationship between organisational politics and OCB

Objective 3: To explore the relationship between trust and OCB

Research questions

Question 1: How does managerial empowerment facilitate frontline employee OCB in the upscale hotel sector?

Question 2: How does organisational politics facilitate frontline employee OCB in the upscale hotel sector?

Question 3: How does trust facilitate frontline employee OCB in the upscale hotel sector?

1.4 Organisation of the thesis

The thesis is arranged into seven chapters including this introductory chapter. Chapter 2 highlights the literature relevant to organisational culture, managerial empowerment, organisational politics, and trust. Chapter 3 discusses literature relevant to OCB and OCB enablers. This chapter also includes the theoretical framework and the research gaps in the present study. Chapter 4 covers the methodology used in the present study. It includes a description of the research paradigm, the case study as the selected methodology, research methods, the data collection procedures, and the approach to data analysis. Chapter 5 presents the research findings in line with the exploration of the relationships between key organisational themes and OCB. Chapter 6 presents a discussion of the present study and includes discussion of the findings in line with the research questions of the present study. Chapter 7 presents the conclusions to the present study. This chapter covers the theoretical contributions and implications of the present study, limitations and directions for future research.

1.5 Summary

Frontline employees play a critical role in creating a competitive edge for companies in the hospitality industry because their attitudes and behaviours in service encounters in such organisations is important, as has been widely recognised. The nature of hospitality work often requires employees to 'go the extra mile'. These behaviours are often referred to as Organisational Citizenship Behaviours (OCB) (Turnipseed, 2003). Given the recognised contribution of employees in frontline service jobs to organisational success, it is proposed that hospitality organisations should aspire to establish and maintain a work environment that has positive impacts on frontline employee OCB (e.g. Raub, 2008). Due to well-documented poor wages, low job security and long working hours, a strong organisational culture may be suggested as a prerequisite to OCB (Baum, 2006). However, studies in terms of organisational culture and OCB have not been extensively researched in service industries (Sun et al., 2007). Thus it is of interest to explore the relationship between organisational culture and OCB. In the next chapter, a literature review will provide an overview of organisational culture and key organisational themes relating to OCB.

CHAPTER TWO ORGANISATIONAL CULTURE AND KEY ORGANISATIONAL THEMES

This chapter presents organisational themes related to OCB within the hospitality context, focusing on definitions and relevant research addressed in the literature. As a starting point, the chapter begins by identifying various definitions that are evident within the conceptualisation of organisational culture in order to illustrate the relationships between organisational culture and key organisational themes in relation to OCB. The chapter then moves to further explore these definitions of key organisational themes in the context of relevant related research.

2.1 Organisational culture

Organisational culture has received significant attention in management studies (Gregory et al., 2009; Ogbonna and Harris, 2002; Schein, 2004), perhaps because of its effects on competitive advantages such as innovation (Naranjo-Valencia et al., 2011), TQM practices (Baird et al., 2011) and OCB (Jo and Joo, 2011). From the above literature, it appears that organisational culture plays an important role in promoting organisational performance. Organisational culture is described as 'one of the most powerful and stable forces operating in organisations' (Schein, 1996: 231). This implies that organisational culture could affect the process of organisational behaviour in trying to achieve the goals and objectives of an organisation. Moreover, Pollitt (2005) shows that organisational culture can be viewed as a strong strategic lever in creating an engaged and committed workforce. This appears to suggest that shaping the appropriate organisational culture is important because it is reflected at

the required level in the employees' job attitudes and work behaviour, which, in turn, are of help to ensure organisational success.

2.1.1 Conceptualisation of organisational culture

According to researchers, it is described as twofold or multi-layered. First, in viewing it as twofold, Trefry (2006) views organisational culture as having two levels: (1) practice and behaviour (how things are done here); and (2) underlying beliefs and assumptions. Second, describing organisational culture as multi-layered, Schein (2004) defines organisational culture as having three layers: the outer layer comprises values, missions and objectives of an organisation; the middle layer represents beliefs employees of an organisation have, and the centre part conceals implicit assumptions. This is similar to Trompenaars' (1995) argument that employees of an organisation behave in ways that solve problems effectively with different sets of implicit logical assumptions. Based on the aforementioned definitions of organisational culture, it is widely documented as a broad concept ranging from basic norms to complicated concealed assumptions within in an organisation. The culture of an organisation reflects the prevailing philosophy that often occurs at the point where employees' unconscious assumptions reflect on their work behaviours. Organisational culture tends to be employed to influence employee attitude and behaviour through implicit assumptions about how things are done within an organisation. The underlying assumptions are framed as a set of implicit rules under which people get things done within an organisation, so that it can be challenging to measure and identify the organisational culture of an organisation (Lund, 2003).

Gordon (1991) points out that the organisational culture of an organisation will be related to the characteristics of the industry in which the organisation operates. This seems to suggest that the exploration of the essence of organisational culture needs to have insights into the organisational phenomena relating to a certain context in order to have an understanding of how organisational culture plays a key role shaping employee behaviour accordingly. Along similar lines, Werner (2000) further argues that the context needs to be taken into consideration when employees may need to exercise OCB. Ro and Chen (2011) suggest that organisational culture can be of help to employees to know how to twist rules in order to provide exceptional levels of service expected by their organisation. Duffy and Lilly (2013) further note that if the idea of going the extra mile is embedded within organisational culture that appears to motivate employee OCB in the workplace. The present study attempts to provide insights into the relationship between organisational culture and OCB, with a focus on key organisational themes in the context of hospitality.

2.1.2 Organisational culture and OCB within the hospitality context

According to Nickson (2007), organisational culture plays an important role impacting upon the effective performance of a service organisation. To be effective, researchers suggest that culture has to be compatible with customer-oriented characteristics (Asree et al., 2010; Crocitto and Youssef, 2003; King et al., 2013; Ro and Chen, 2011). Crocitto and Youssef (2003) note that organisational culture can be used as an important facilitator, providing consistency and flexibility in order to be responsive to customer demands. Research evidence indicates that there is a positive relationship between employee performance and organisational culture (Asree et al., 2010; Kemp and Dwyer, 2001; Ro and Chen, 2011). Kemp and Dwyer's (2001)

research in a hotel company indicates that organisational culture helps management and employees to be open to learning and adaptable to change. Asree et al. (2010) demonstrate a positive relationship between organisational culture and service responsiveness in hotels with various ratings. Ro and Chen's (2011) research on a large theme park points out that new employees are able to have a positive impact upon their workplace when internal service standards are well communicated through 'organisational culture, policies, service standards and guidelines, and initial training' (Ro and Chen, 2011:426). Fundamentally, these aforementioned studies suggest that organisational culture plays a critical role in employee behaviour in the hospitality context. From the above literature, it can be argued that organisational culture may be employed as a motivator, encouraging the hospitality workforce to offer quality service in a responsive manner and with suitable behaviour.

Baum (2006) and Cheung (2006) further argue that organisational culture can be employed to facilitate OCB in the hospitality industry. Comparing the hospitality industry with other service industries, arguably the difference of the hospitality industry lies in the process of service delivery as it involves with direct interactions between frontline employees and guests. Thus OCB can be viewed as contextual performance within the hospitality context. Several researchers argue (Werner, 2000; Somech and Drach-Zahavy, 2004; Choi, 2007) that organisational culture has the potential to increase or decrease the likelihood of OCB when it is viewed as contextual performance (Werner, 2000) or a context-related phenomenon (Somech and Drach-Zahavy, 2004). Research evidence suggests that OCB is seen as important because it contributes to organisational effectiveness (Somech and Drach-Zahavy, 2004).

Dawson et al. (2011) point out that the development of cultural values of organisational culture within the hospitality context is still underexplored. Studies suggest that the inclusion of organisational culture in service operations' practices still needs to be further explored (Asree et al., 2010; Fang and Wang, 2006). Further, viewing OCB as a context-related phenomenon, more research is required to explore various antecedents of OCBs from an organisational perspective (Somech and Drach-Zahavy, 2004). The present study attempts to examine the relationship between OCB and managerial empowerment, organisational politics, and trust. The next section will provide justification of the selection of these organisational themes.

2.1.3 Organisational culture and key organisational themes

If we accept that hospitality frontline employees play a critical role in influencing the guest experience, employers have to acknowledge that it is essential to create a service culture that is tailored in such a manner to be adopted by frontline employees through adequate systems, feasible practices and suitable procedures (Curtis and Upchurch, 2008). Lashley (1999) argues that a management process is employed to establish the creation of a service culture because the nature of the hospitality industry is labour-intensive. This may imply that organisational culture can help to shape frontline employee adaptability of job attitudes and work behaviours accordingly, in response to the extent that a hospitality firm aims to present its products/services. Additionally, production and consumption occur simultaneously in the hospitality context so that frontline employees can be seen as the leading actors in a drama. This is because frontline employees have to face unexpected challenges during the process of service delivery. It is challenging to prepare a fixed script for such a live play. In this sense, frontline employees sometimes may need to 'go the

extra mile' to recover from a mistake or to cater for guests' personalised needs or requests. These associated behaviours, viewed as OCB, can be exercised by using creativity to delight guests and exercising discretion in service interactions (Ro and Chen, 2011). To cope with unexpected service challenges in the hospitality context, it appears to be unavoidable that frontline employees have to exercise OCB. Therefore, it is of interest to explore how organisational culture may play a key role in fostering frontline employee OCB through key organisational themes (i.e. managerial empowerment, organisational politics, and trust).

Organisational culture and managerial empowerment

To some extent, hospitality organisations aiming to provide personalised service have to empower frontline employees to cope with guests' expectations. When viewing the management of the hospitality workforce as an important issue for reflecting service-oriented organisational culture, the important linkage between organisational culture and empowerment approaches has to be acknowledged (Lashley and McGoldrick, 1994). This appears to suggest that the development of service-oriented organisational culture relies on the establishment of empowerment by employees. It can be argued that empowerment or power has to be relinquished by managerial employees/management if empowered behaviour is desirable within the hospitality context (Yavas et al., 2010). In this sense, managerial empowerment can be viewed as part of organisational culture within the hospitality context if a service-oriented concept is proposed. Chebat and Kollias (2000) emphasise that empowerment is considered as especially relevant and important to the delivery of heterogeneous services in the hospitality industry. Wilder et al.'s (2014) results

suggest that structural empowerment has an influence on frontline employees' creation of alternatives. Thus, in order to behave in a responsive manner, frontline employees are supposed to be given the power or freedom to adjust their behaviours to handle service interactions. Lashley (1999) suggests that empowerment is supposed to be seen as a critical mirror of organisational culture in heterogeneous markets because it is suggested that heterogeneity reflects market diversity, by which, in turn, managerial empowerment is expected to be reflected in the behavioural adaptability of frontline employees. Thus researchers suggest that managerial empowerment may play an important role shaping the employee's empowered behaviour within the hospitality context (Lashley and McGoldrick, 1994; Lashley, 1999). The perspectives on managerial empowerment will be presented in Section 2.2.

Organisational culture and organisational politics

When employees are treated as internal guests, both the company and its employees benefit from a service culture in the hospitality industry (Varoglu and Eser, 2006). From a service culture perspective, George and Grönroos (1991) suggest that employees play a critical role in establishing a service culture when they are responsible for task performance with marketing responsibility on the organisation's behalf. They further highlight that it is crucial to continually encourage employees to remain customer-conscious (George and Grönroos, 1991). This implies that service culture may be used to encourage frontline employee extra-role behaviour – 'go the extra mile' – to keep such an awareness (e.g. reading customers). It can be assumed that frontline employees can be motivated to exercise extra-role behaviour if they are

provided with information and feedback on a regular basis. This indicates that, to some extent, a service culture affects frontline employee work behaviour. It can be suggested that a service culture encourages and enables frontline employees to cope with service incidents or recover service mistakes in a responsive manner and with appropriate behaviour. The study of Ashness and Lashley (1995) notes that the implementation of an empowerment programme requires strong orientation and communication practices. This may indicate that these communication practices are used to encourage frontline employee empowered behaviours which are seen as of more relevance to external customers' needs and wants. Given that employees are seen as internal customers, it may be worth noting that communications relating to an empowerment programme may not be sufficient to cater for employees' individual needs. As argued by Baum (2006), extra-role behaviour refers to that employees have freedom of choices to engage in this behaviour and they will not get punished if this behaviour does not achieve success with respect to the guest experience within the hospitality context. In this sense, it thus can be argued that employee OCB needs to be fostered and developed in an open and secure work environment.

Sometimes, when OCB is applied to service incidents/interactions, this behaviour is related to tactics in which employees get to learn from their colleagues or managers on the basis of daily observations. Given the work environment, employees are likely to behave in such a way that they are open to talk to each other and to assist each other in coping with service interactions/incidents. It may therefore be assumed that employees are more motivated in exercising OCB as they know 'how' to get in engaged in OCB appropriately, such as taking the initiative in approaching guests or helping colleagues. To some extent, this behaviour (e.g. being willing to talk and

share experiences) can be referred to as positive political behaviour that can serve individual interests and benefit the company, given it is not exercised at the cost of others or the company. Thus, there may be an underlying assumption embedded within organisational culture that organisation members are in favour of talking about their experiences and sharing knowledge within a department or a company. It can speculate that communications are required in the work context where, to some extent, employees may have to promptly respond to uncertain and ambiguous situations, such as service interactions/incidents. Thus it can be argued that communications may be used as the positive side of organisational politics that, to some extent, may influence employee OCB.

If an organisation aims to develop and keep potentially talented employees, it is important to let them know that they are able to plan their career and have choices of personal development within the company. If the information relating to personal development can be shared in an open and transparent way, employees may be encouraged to focus on their task performance. When employees are able to perform tasks appropriately, they may have more energy and time to get involved in OCB, such as by paying attention to detail relating to relationships/interactions with guests, colleagues or managers. Further, if provided with information of company performance and the direction of company development, employees may be likely to stay within the company, as this may provide a sense of job security for a committed workforce. In this sense, the sharing of information may be considered as the positive side of organisational politics that, to some extent, may have an impact upon employee OCB.

The present study suggests that communications and the sharing of information may be considered positive proxies of organisational politics aiming to create an open and secure work environment. Thus it may be argued that organisational politics appears to be a critical theme in painting a picture of organisational culture if OCB is expected to be a desirable behaviour in the workplace. Based on these arguments, and given that employee OCB is expected within an organisation, it may be assumed that, to some extent, communications and the sharing of information may be employed as positive sides of organisational politics whereby hospitality employees are viewed as internal customers whose concerns, needs and problems can be acknowledged and resolved by their company (Varoglu and Eser, 2006). The conceptualisation of organisational politics will be presented in Section 2.3.

Organisational culture and trust

From the viewpoint of social context, Wat and Shaffer (2005) argue that interpersonal relationships can be employed to gain an understanding of OCB. Based on the perspective of exchange theory, they propose that quality relationships can motivate employees to engage in OCB. They point out that trust in a manager can help to create a safe environment, encouraging employees to exercise OCB. However, they argue that employees need to be empowered to get motivated to perform OCB. Their results from research in investment banking firms suggest that employees are likely to engage in OCB if they work in an environment where they have quality relationships with their managers (have trust in them) and feel empowered in the workplace. From a cultural perspective, the OCB study by Applebuam et al. (2004:35) suggest that there are several criteria that can be adopted

to increase trust levels: managers employ a coaching approach management style; arrange access to organisational communication channels (refer to formal and informal communications); arrange formal training and informal training between managers and employees; and ensure that management is available to employees (refer to approachable and caring leadership). They further suggest that employees will have trust in management as well as their organisation when they feel respected and fairly treated.

Ineson et al. (2013) suggest that employees feel more willing to get involved in the process of decision-making when they are invited to express their opinions and know that their voice is appreciated. This may imply that trust in employees plays a role in fostering employee OCB. Laschinger et al. (2004) show that managerial empowerment is related to trust in management. Gill's (2008) study supports a link between trust in managers and employee dedication. If the value of the concept of empowerment and its potential outcomes are acknowledged and understood by managers, they may need to be concerned with how to relinquish power to their employees with increasing levels of trust (Hancer and George, 2003). Based on these discussions, this seems to imply that trust needs to be blended into organisational culture if managerial empowerment is recognised as an important method for fostering hospitality employee OCB. The conceptualisation of trust will be discussed in Section 2.4.

2.2 Managerial empowerment

The common features of empowerment practices have been described as Italian comedies in which actors are expected to perform in a spontaneous way (Chebat and Kollias, 2000). In relation to management research, Spreiter (2008) summarises specific practices on the implementations of managerial empowerment which help to contribute to work outcomes: participative decision-making, skills/knowledge-based pay, opening the flow of information, flat organisational structures and training. For example, management can allow employees to recover a service problem on their own rather than having to check with their supervisors to get permission to act, and this pleases customers (Spreiter, 2008). The present study builds on the assumption that frontline employees will incline to OCB if empowerment initiatives are supported by management from a cultural perspective.

2.2.1 Conceptualisation of managerial empowerment

Managerial empowerment is concerned with a relational approach focusing on environmental elements. Ergeneli et al. (2007) point out that empowerment is seen as a form of participation in that managerial initiatives are designed to share power with those who are less powerful and need to be empowered to promptly respond to incidents. Conger (1989) suggests that managers play a critical role in relation to implementation of managerial empowerment because it is essential for managers to be confident in developing relevant initiatives and responsibilities to reward and encourage their employees in a supportive environment. Further, according to the summary of managerial empowerment by Ergeneli et al. (2007: 42), 'proponents of this perspective stress the concept of empowerment as efforts to increase employees' participation level in the decision making process, which means encouraging

employees to participate more actively in the whole organisation'. Based on the explanation in the Dictionary in Organisational Behaviour, empowerment is adapted originally by social movement and feminist writers:

to mean providing individuals (usually disadvantaged) with the tools and resources to further their own interest, as they see them. Within the field of management, empowerment is commonly used with a different meaning: providing employees with tools, resources and discretion to further the interests of the organisation as seen by senior management (Fenton-O'Creevy, 1995:154).

Kanter's (1993) social-structural theory of empowerment has been employed as a base for researching managerial empowerment in organisations (Spreitzer, 2008). Kanter's (1993) empowerment theory suggests that employees are supposed to be provided with 'access to information, support, resources, opportunity, and contacts' so that they will be able to perform their job to the best of their competence. Based on this empowerment theory, research evidence indicates that managerial empowerment is high when employees have access to these empowering structures in their workplace (Gilbert et al., 2010). From a managerial perspective, it can be assumed that Kanter's theory may provide a broad and concrete framework for understanding how employees may experience managerial empowerment in the workplace. Thus, Kanter's empowerment theory (1993) is chosen to serve as the basis for the definition of managerial empowerment in the present study.

2.2.2 Managerial empowerment in the hospitality context

Empowerment studies typically focus on frontline employees (Grönroos, 2000). Research suggests that empowerment has contributed to employee productivity (Cheung et al., 2012), service recovery (Brown et al., 1996), Total Quality Management (Cheung, 2006), and service culture (Grönroos, 1990). Within the hospitality context, Klidas (2001) suggested empowerment operates when employees are given the authority and responsibility for decision-making in order to engage in behaviour in which contributes to service excellence during interactions with customers.

In hospitality research, most empowerment studies focus on the hotel industry, perhaps because frontline employees are expected to exercise empowered behaviour in order to cope with demanding customers and the complex standards of service required (Brymer, 1991; Cheung, 2006; Cheung et al., 2012; Klidas, et al., 2007; Parsons, 1995; Jones et al., 1997; Hales and Klidas, 1998). In light of the facilitation of employee behaviour, Hales (1993) suggests four managerial approaches in which the focus of employee behaviour varies at different stages of an event. According to Hales (1993: 56), these four approaches are designed on the basis of what employee behaviours are expected at each stage of an event: (1) 'Ex-ante control' is employed before the event by providing those who carry out the work with materials related to necessary knowledge and skills; (2) 'Concurrent control' is used during the event by giving those who carry out the work instructions on how to perform it; (3) 'Ex-post control' is adopted after the event in order to review the employees' performance; and (4) 'Meta control' is used to go beyond the event by giving inputs to those who carry out the work with the goal and the values of the company. Klidas et al. (2007)

argue that these four forms of managerial control may attempt to manage frontline employee work behaviour during the process of service delivery.

Ex-ante control includes training employees, introducing them to the necessary skills so that they know how to exercise those skills during the work process. Training is considered an approach exercising 'ex-ante control' over employee behaviour (Hales and Klidas, 1998). Ogbonna's (1992) research in the food retail sector shows that training is designed along with the desired culture so that employees can be encouraged to practice what they are taught in everyday work life. Further, research evidence supports a link between the management of organisational culture and HR practices (such as training, rewards, and etc.) in the hospitality industry (Ogbonna and Harris, 2002). Researchers indicate that training is probably most frequently employed for the enactment of empowerment (Brymer, 1991; Cheung et al., 2012; Connolly and McGing, 2007; Hales and Klidas, 1998; Jones et al., 1997; Maxwell, 1997) as it contributes to the support of several advantages such as fostering morale and motivation, improving flexibility, and allowing employees to work independently without continuous supervision (Hope and Mühlemann, 1997). This implies that managerial empowerment may motivate desirable positive behaviour of employees through training. Further, Werner (2000) suggests that training appears to be required within a particular work setting in order to activate OCB.

According to Forrester (2000), formal training and education are useful tools that help employees acquire knowledge, skills and expertise to develop their competences. As evidence, Cheung's (2006) empirical study reveals that Total Quality Management has an effect on frontline employee OCB in the hotel sector.

Researchers note that service training plays a critical role in influencing the success of empowerment (e.g. Cheung et al., 2012; Chebat and Kollias, 2000; Ueno, 2008). Research by Nasurdin et al. (2014) in the hotel sector in the non-western context indicates that training there has an important impact on frontline employee OCB. However, Werner (2000) argues that most training still mainly focuses on task performance, and the enactment of employee OCB requires more support in relation to areas such as organisational-level factors. Taking the psychological empowerment approach in relation to customer-orientation, Ro and Chen's (2011) results on frontline employees (excluding managers) reveal that service training, service rewards, and service communications are important factors in increasing the levels of employee empowerment. They suggest that the effects of the structural empowerment approach still remain unexplored. Within the hospitality context, consumption and production occur simultaneously. With this uniqueness, it seems to be essential for hospitality organisations aiming to provide upscale or tailor-made services to anticipate that guests may have high expectations that may demand frontline employees to 'go the extra mile'. Thus, it will be of importance to understand to what extent managerial empowerment can be expected to facilitate frontline employee OCB.

In relation to concurrent control, advocates of empowerment tend to argue that supervision, rules and procedures may have a certain level of negative impact upon employee problem-solving behaviour (Hales and Klidas, 1998; Klidas, 2001). Frontline employees often have to deal with on-the-spot problems with demanding guests without having too much time to consult with or get instructions from their supervisors/managers. Frequently, frontline employees may need to challenge

boundaries of managerial empowerment to get problems solved. Such empowered behaviour always goes beyond the job description, action known as OCB. For example, Total Quality Management has a positive effect on frontline employee OCB (Cheung, 2006). This suggests that managerial empowerment is associated with OCB.

With regard to ex-post control, this approach is concerned with performance-related rewards. This is used to recognise employee competencies and encourage them to participate in the process of decision-making by enhancing what is valued in the organisation (Spreitzer, 1995).   As evidence, an empirical study by Cheung et al. (2012) suggests that managers can use a reward or incentive system to motivate employees to engage in exercising empowered behaviour.

In terms of the locus of meta control over employee behaviour, Lashley (1997) argues that this has to be internalised by individual employees who are willing to line up their work attitudes and behaviour in line with their organisation's goals so that they are able to provide quality service and match or exceed customers' expectations. This is particularly critical in the hospitality context where it is challenging to manage the process of service delivery as consumption and production occur at the same time (Klidas et al., 2007). This implies that managerial control seems not to be sufficient to encourage employee behaviour. Thus it can be argued that organisational culture may be of help to facilitate employee behaviour, values, and attitudes, for example, paying attention to detail such as guests' emotions. Based on the above discussion, there clearly seems to be a relationship between organisational culture, managerial empowerment and OCB.

Empirical research still remains inconclusive with respect to the implementation of managerial empowerment in hotels. Hales and Klidas (1998) argue that managerial empowerment is related to increased responsibility in dealing with customer complaints when employees are only given limited discretion. Some study results show that managerial empowerment can be achieved through HRM practices (Klidas, 2001; Hechanova et al., 2006). However, Kazlauskaite et al. (2012) point out that previous research views managerial empowerment as an HRM practice but with the focus of managerial empowerment tending to be limited to the degree of decision-making power. Thus, they argue that managerial empowerment should be incorporated into HRM activities that refer to discretion, work-related information, and skill training in order to gain an understanding into customer oriented behaviour. Further, a study by Matthews et al.'s (2003:303) suggests that organisational factors such as 'control of workplace decisions, dynamic structural framework, and fluidity in information sharing' are linked to the facilitation of managerial empowerment. Moreover, Cheung et al. (2012) show that communications and trust as well as hotel managers' commitment relating to educating employees in how to implement empowerment relating to guest experience. Taken together, the above factors suggest that organisational culture may have an impact upon OCB when looking into the implementation of managerial empowerment.

2.3 Organisational politics

Organisational politics is described as the distinctive field, providing an insight into interpersonal relations in the workplace (Drory and Vigoda-Gadot, 2010). The characteristics of interpersonal relations refer that an individual's willingness 'to use power in their efforts to influence others and secure personal or collective interests

or, alternatively, to avoid negative outcomes within the organization' (Drory and Vigoda-Gadot, 2010: 195). Within the hospitality context, Ottenbacher's (2007) study points out that a committed workforce promotes both personal engagement and the taking of ownership that may contribute to change from routine when hospitality employees fully understand and support the brand promise made by their company and put it into action. This appears to indicate that employees working in a trusting environment may have a positive impact upon organisational activities, and personal and organisational outcomes. The present study builds on the assumption that frontline employees will incline to OCB if positive mechanisms of organisational politics are provided in order to create a positive and open environment.

2.3.1 Conceptualisation of organisational politics

Both profit and non-profit organisations have considered organisational politics as a way of creating interest and creating advantage over their competitors (Drory and Vigoda-Gadot, 2010). According to Vigoda-Gadot & Drory (2006), there is no consensus for definitions of organisational politics. Ferris et al. (1989) define organisational politics as individual behaviour that may serve self-interest at the cost of the company or other employees in an organisation. Political behaviour in organisations is seen as a fact of life and is probably necessary to their effective operation (Kacmar and Baron, 1999). Political behaviours can be seen as 'an attention-grabbing phenomenon in contemporary organisations' (Witt et al., 2000: 342) and probably will be always implemented within organisations (Ferris and King, 1991). According to Vigoda (2002), organisational politics is a multifaceted combination of power, influence, and interest-seeking behaviours that have effects on members' activities within an organisation. This behaviour can be considered

motivation-based, serving personal and social purposes between human relations (Drory and Vigoda-Gadot, 2010). In a similar vein, Witt et al. (2000) note that members of an organisation may exercise behaviours which may directly or indirectly influence other members to accomplish personal or group goals but such behaviours may not be sanctioned on the basis of formal processes or informal means within an organisation. Researchers argue that whether political behaviour is considered beneficial or harmful to an organisation and this depends on how individuals respond to it (Chang et al., 2012; Davis and Gardner, 2004; Drory and Vigoda-Gadot, 2010). For example, Chang et al.'s (2012) results indicate that when employees have high levels of self-monitoring, they are likely to feel secure in the political environment in which they interpret the situation as an opportunity rather than a threat. Research evidence on effects of organisational politics confirms negative results such as job stress, turnover intention, and less OCB (Chang et al., 2009; Miller et al., 2008; Hsiung et al., 2012; Vigoda-Gadot and Talmud, 2010). This suggests that organisational politics plays a role impact upon employee work behaviour.

Studies show that organisational politics is negatively related to participation in decision-making (Aryee et al., 2004; Parker et al., 1995). However, Parker et al. (1995) suggest that formalisation (i.e. clear responsibilities and effective communication) may be congruent with employee goals and objectives. This appears to imply that an increase of employee involvement in decision-making and effective communications may be employed to create positive effects for organisational politics. The positive consequences are that organisational politics can be employed to create some advantages such as job promotion, the combination of personal goals

with organisational goals, the establishment of positive work relations in the workplace (Drory and Vigoda-Gadot, 2010). Research evidence supports a link between organisational politics and individuals' attempts to pursue personal interests in relation to their work environment. Parker et al. (1995) demonstrate the relationship between politics and career development opportunities. Morrison's (1993) results show that newcomers' information-seeking behaviour is related to their socialisation and has an impact upon job performance. These findings suggest that the utility of politics can be related to individuals' self-interest in order to fulfil their expectations in the workplace. If career development opportunities and socialisation for newcomers are seen as positive effects on the development of Human Resource Management, it is not necessary to view politics in a negative way. Moreover, research evidence suggests that a social network will enable a newcomer understand how his or her position relates to colleagues in different roles within an organisation. In addition, newcomers feel more committed if their friendship networks include individuals from different units and levels in an organisation so that their social integration is strengthened (Morrison, 2002). This indicates that, to some extent, organisational politics can help to increase employee dedication to and stability within their workplace.

Turning now to managers, if they have a better understanding of politics in relation to human resources implications, they may create efficient results for an organisation (Ferris and King, 1991; Dory and Vogoda-Gadot, 2010). Ferris and King's (1991) study supports a linkage between politics (the use of influence behaviour relating to personal interests affect others' decisions) and selection, performance review, and job promotions within the organisation. They further point out that managerial

employees tend to give higher ratings of performance when their subordinates display 'ingratiating behaviour such as doing favour, offering extra help, and showing an interest in the supervisor's personal life', especially when there is an ambiguity of performance evaluation in the work environment (Ferris and King, 1991:64). This indicates that, to some extent, the company may benefit from this type of political behaviour if employees are clear about the company's goals. It seems to be possible to tie personal interests with company goals. For example, Ferris and King (1991) point out that self-promoting behaviour can be perceived as egotistical but some organisations look for people with such character traits in the process of employee selection. The overall implications are that organisational politics may positively impact on organisational performance.

Research on employee performance suggests that organisational politics is not associated with in-role job performance (Aryee et al., 2004; Miller et al., 2008). Witt et al.'s (2002) research evidence puts forward a different perspective from previous studies. Their findings indicate that two dimensions of contextual performance (job dedication and interpersonal facilitation) are related to organisational politics. This implies that politics may play a critical role in motivating extra-role performance. If employees are expected, to some extent, to perform their jobs with flexibility in order to go beyond an individual's structured task performance, perhaps, politics may be used as an instrument to bring positive work outcomes that may also serves individuals' self-interests. This implies that organisational politics may have positive impacts on employee job performance. Despite negative arguments that underpin much of the discussion of organisational politics, it is notable that politics are seen as a crucial skill in organisational members who want to get things accomplished

(Drory and Vigoda-Gadot, 2010). Given that politics can be used to encourage employees to engage in organisationally desirable behaviours related to personal goals and organisational effectiveness, it can be assumed that politics may have a positive impact upon employee performance. Thus, it is of interest to explore positive proxies of organisational politics that are important in facilitating employee behaviour in the workplace.

In light of the role of organisational politics, researchers suggest that both negative and positive perspectives should be taken into consideration (Drory and Vigoda-Gadot, 2010; Fedor et al., 2008; Kumar and Ghadially, 1989). Kumar and Ghadially (1989) propose that organisational politics may bring a positive impact on the organisation. Fedor et al. (2008) further identify that organisational politics can be separated into positive and negative dimensions at the individual, group, or organisational levels. Some empirical evidence supports the existence of either a neutral or positive term when describing organisational politics (Fedor et al., 2008; Hochwarter and Treadway, 2003; Hochwarter et al., 2010). Drory and Vigoda-Gadot (2010) argue that organisational politics can be seen as multiple constructs: the phenomenon cannot be only justified as negative behaviour. Therefore, Vigoda's (2002) definition is employed in the present study to be used for understanding organisational politics in the context of organisational culture. Building on the arguments of Drory and Vigoda-Gadot (2010), Fedor et al. (2008), it can be assumed that communications and the sharing of information may serve as positive proxies of organisational politics to create a positive and open political environment.

2.3.2 Organisational politics in the hospitality context

As discussed in the previous section, organisational politics has been long perceived to be a negative phenomenon. The perspective of organisational politics tends to be confined to a negative continuum linked to non-desirable employee work outcomes. To some extent, it can be argued that this seems to create a limitation in understanding the linkage between organisational politics and employee performance. In the hospitality industry, the job market is characterised by low income/salaries/wages, the high level of job insecurity, extended working shifts, the poor prospects of personal training and development (Dawson et al., 2011). These disadvantages can hinder employees' work motivation as well as behaviour. Further, low levels of job security and poor opportunities for career development may create negative effects of organisational politics in a hospitality work environment.

When there is ambiguity and uncertainty in the work environment, it will influence the process of job promotion (Parker et al., 1995; Witt et al., 2000; Poon, 2004). Thus employees may perceive that politics play a critical role in the process of decision-making, especially when relevant information is not properly shared. In this sense, colleagues who behave opportunistically towards others are viewed as exhibiting negative political behaviours (Ferris and Kacmar, 1992). Research evidence supports the negative relationships between individual perceptions of the promotion opportunities and politics in the organisation (Valle and Perrewe, 2000). To some degree, it can be assumed that the negative phenomena may be generated due to lack of communication and/or the sharing of information, which may have negative impact on employee performance. Thus it can be argued that approaches to

communications and the sharing of information may be adapted to create less uncertainty in the workplace.

In addition, the nature of frontline jobs tends to involve more uncertainty because it involves employees, managers and guests in service interactions. Frontline employees often work in an environment in which they need to cooperate with their colleagues through communications and the sharing of information in order to accomplish task performance or exercise extra-role performance in the hospitality context. Within the hospitality context, it is known that the attitude and behaviour of an employee towards his/her workplace may have a direct effect on the quality of those products/service offered to its guests – particularly that of frontline employees, who can be seen as ambassadors of a company, dealing with guests' needs and requests on the spot. For example, they are always expected to have first-hand knowledge regarding guests' expectations and an organisation's ability to deliver them. Thus it is of importance to motivate frontline employees to communicate and share information, to help them perform their jobs confidently. Therefore it is of interest to explore to what extent communications and the sharing of information may help to create a positive and open political work environment bring positive impacts on employee performance.

Concerning the management of talented employees within the hospitality context, Baum (2008) emphasises the need to view the enhancement of employee soft skills as a hospitality requirement. Moreover, Chathoth et al. (2007) point out that employee job satisfaction increases when employees are well informed and provided with guidance along with the company's directions on how to deal with demanding

customers. King and Grace (2005) show that the information on the brand helps employees to have an understanding of the direction of the company. In another study, King and Grace (2008) indicate that the sharing of brand information contributes to positive work attitude. Moreover, Andrews and Kacmar (2001) state that when levels of feedback increase, employees may have insights into the process of organisational decisions. Based on this perspective, it can be argued that communications and the sharing of information may serve as positive mechanisms in organisational politics because employees know and understand what is going on within an organisation. It can be argued that employees may incline to exercise OCB in a positive and secure environment that make employees feel that their personal interests can be combined with the success of their company development.

However, until recently, most of the organisational politics-related research centred on predominantly negative perceptions of organisational politics (Drory and Vigoda-Gadot, 2010; Kane-Frieder et al, 2014; Hochwarter and Thompson, 2010). Dory and Vigoda-Gadot (2010) confirm that organisational politics has some positive aspects from the HRM perspective. Further, they suggest that attention needs to be drawn to extend the theoretical exploration and understanding of organisational politics into consideration of the cultural context, as the OP-HRM relationship cannot be viewed as 'culture-free' (Drory and Vigoda-Gadot, 2010: 198). Based on Drory and Vigoda-Gadot's (2010) argument, it is of interest to explore whether organisational politics may help in having positive impacts on employee OCB from a cultural perspective of an organisation.

2.4 Trust

Trust plays a role in facilitating the effects of other organisational factors on desirable work behaviour (such as higher performance). The present study attempts to examine the relationship between organisational culture and frontline employee OCB through the lens of trust. In other words, it aims to understand how a trusting relationship can encourage frontline employee OCB in an organisational context. Assuming organisational culture plays a critical role and impacts on a trusting relationship between employees and managers, trust is seen as a psychological process that may facilitate frontline employee positive intentions and behaviours in relation to an organisation.

2.4.1 Conceptualisation of trust

There is a growing body of literature on trust research but there is little agreement about the scope of its definition (Connell et al., 2003). Researchers tend to define the process of establishing interpersonal trust as a psychological state in relation to the other party's intention or behaviour (McAllister, 1995; Mayer et al., 1995; Rousseau et al., 1998). Similar to the definition given by Mayer et al. (1995), Rousseau et al. (1998: 395) define trust is as 'a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intensions or behaviour of another.' Both the Mayer et al. (1995) and Rousseau et al. (1998) definitions are commonly viewed as addressing interpersonal trust, which is often employed to explore the trusting relationship between managers and their employees. Following much of the research on trust between employees and managers, the definition proposed by Rousseau et al.'s (1998) is adopted in the present study.

Research suggests that both perceived trustworthiness and interpersonal trust can have an impact upon the development of trust between people (Mayer et al., 1995; McAllister, 1995; Williams, 2001; Lewicki et al., 2006; Schoorman et al., 2007). Williams (2001:379) states that 'trust development is portrayed most often as an individual's experiential process of learning about the trustworthiness of others by interacting with them over time.' McAllister (1995) views trust as two dimensions of a construct: cognitive-based versus affective- based trust. Cognition-based trust refers to trust 'from the head', which means that one makes a judgement based on how the other party behaves under specific circumstances (Chua et al., 2008:437). Affect-based trust refers to 'from the heart' that is built up via the interaction through which one expresses care and concerns towards the other party. It is concerned with emotional involvement and is more lasting (Chua et al., 2008:437). By way of a summary, Mayer et al. (1995) propose that the variance in perceived trustworthiness is dominated by people's perceptions of others' competence, benevolence, and moral principles. These three dimensions of trustworthiness refer to the characteristics of an individual and are often used to examine the degree of trust that employees have in their managers (Aryee et al., 2002; Chiaburu and Lim, 2008). Several researchers point out that trust is developed through repeated social interactions that allow people to revise their perceptions of others' trustworthiness related to work behaviour (Aryee et al., 2002; Lester and Brower, 2003; Chiaburu and Lim, 2008; Chen et al., 2014).

Research evidence indicates that trust in employees affects the quality of relationships between managers and their employees (Gómez and Rosen, 2001). When they trust their subordinates, managers tend to have less control over their

subordinates' behaviour (McAllister, 1995). When examining the trust relationship between managerial employees and their subordinates, it can thus be argued that interpersonal trust can be a suitable indicator revealing an employee's perception of the quality of a relationship. Research evidence indicates that trust is seen as a significant requirement before employees can be empowered (Laschinger et al., 2000). Several researchers further suggest that trust plays a role in facilitating employee work behaviour (Connell et al., 2003; Mayer and Gavin, 2005; Rubin et al., 2010). Therefore trust is used in the present study on the basis that it can be argued that interpersonal trust may be seen as a suitable indicator for understanding a trusting relationship between managerial employees and their subordinates in an organisational context.

2.4.2 Trust in the hospitality context

Trust is widely assumed to be good for organisations (Colquitt et al., 2012; Tremblay et al., 2010) as it is seen as fundamental glue to establish employees' long-term attachment to their organisation (Atkinson and Butcher, 2003). According to Dirks and Ferrin (2001), trust plays a key role in impacting upon employee attitudes and behaviours in an organisation. Trust is seen as a quality indicator that can be present in harmonious and successful relationships (Skinner and Spira, 2003). In other words, trust is seen as an important key to successful outcomes in service relationships among employees, the organisation, and the customer within the hospitality context. The outcomes of service encounters are significantly influenced by frontline employee behaviours. Frontline employees play boundary-spanning roles during the process of service delivery and they constantly have to interact with

guests as well as their colleagues in their organisation. Lovell (2009) points out that that these outcomes can influence the organisation's competitive advantage.

Gould-Williams (2003) indicates that trust has a significant effect on organisational performance. Nyhan (2000) points out that trust is seen as important when employees have to cooperate with each other or interact with service customers. Thus, trust may enable voluntary cooperation, which can be seen as one type of OCB. This form of assistance becomes increasingly vital when managerial empowerment initiatives prevail in service organisations, as service is seen as competitive advantage (Lovell, 2009). This can be the case when the hospitality organisation aims to achieve tailor-made or upscale products or services. It is important to get frontline employees prepared to work in an empowered role dealing with guest expectations or requests, because they are likely to come across on-the-spot problems during interactions. In this situation, frontline employees actually work in a more dispersed environment where OCB is usually desired by organisations.

Nevertheless, Lovell (2009) points out that hospitality companies tend to establish centralised styles of management. Frontline employees are commonly trained and monitored through a set of guiding principles within the hospitality context, especially technical-related skills. However, it still remains an abstract and challenging task to produce a set of operational procedures to develop the soft skills (e.g. reading guests) of frontline employees. This raises an issue as to what extent trust impacts upon employee behaviour when a hospitality organisation is in favour of exercising an empowering style of management. Lovell (2009) further points out that work environment and organisational culture have an impact upon employee

behaviour. Thus it is of note that trust appears to be essential in all phases and through all aspects of the interactions between frontline employees and management.

Hospitality frontline employees are seen as a diverse workforce: they come from different age groups and social groups, which makes employee management more challenging (Gill, 2008). The service employee turnover rate is commonly considered as high because of rewards, managerial styles, and environmental factors (Elan, 2004). From an organisational point of view, it is notable that the perception of hospitality jobs as being dull and low-skilled has impacted on employee performance (Carr et al., 2005) so that it is assumed that human resource management practices may be of help to bring positive impacts on employee attitudes and behaviour in the hospitality workplace. Cheung et al. (2012) confirms that there is an association between managerial empowerment and trust in the view of hotel managers. Dai et al.'s (2013) research in the hotel sector indicates that interpersonal trust has a positive impact upon frontline employee OCB. These studies suggest that trust plays a key role motivating hospitality behaviour in a positive way.

Trust can be seen as a vital component for an organisation (Gould-Williams, 2003; Huff and Kelley, 2003; Mayer et al., 1995). Mayer et al. (1995) point out that trust is seen as essential to integrate a diverse workforce into teamwork. Trust also helps departments corporate (Dirks and Ferrin, 2001). According to Skinner and Spira (2003), trust can reflect on a quality relationship between the employee and the organisation. Gill (2008) further suggests that a positive relationship between employee and management is considered as the key to the success of a hospitality organisation. Duffy and Lilly's (2013) results indicate that organisational trust is

related to OCB that is directed towards organisations. Chathoth et al. (2011) further point out that organizational trust should be viewed as an important construct in a hotel organizational setting because hotel employees feel more satisfied when they have a higher level of trust in their organisation.

There are calls for trust research in hospitality organisations (Chathoth et al., 2011). Studies show that trust in managers is related to employee satisfaction (Chathoth et al., 2007) and employee behaviour (Gill, 2008). Gill's (2008) research evidence indicates that there is a positive relationship between trust in managers and employee dedication. This seems to suggest that trust has a positive impact on frontline employee OCB. Gill (2008: 98) suggests that 'trust in a hospitality manager rallies service employee relationship with management', that is, personal interaction helps to develop trusting relationships. When frontline employees strive to do all that they can (e.g. 'going the extra mile') to drive the service interaction to a successful outcome, the challenging point is more associated with consequences further down the line to extent of a relationship between managerial empowerment and trust between employees and managers. As customer expectations are abstract and difficult to predict, it is suggested that frontline employees need to be empowered in order to cater for these needs or handle requests from customers. Sternberg (1992) suggests that employees may be encouraged to take the ownership to make decisions in the service interaction when there is a culture of trust within the hospitality context. Cheung et al. (2012) argue that trust is seen as a key factor enabling managerial empowerment in the hotel sector. This implies that trust may play an important role impacting upon OCB when managerial empowerment is taken into consideration.

2.5 Summary

Within the literature, the definitions of organisational culture range from basic symbols to underlying assumptions. Studies reveal that organisational culture has an impact upon organisational performance. Organisational culture tends to be influenced by the characteristics of the industry. A great deal of attention has been given to the extent that organisational culture can impact on employee attitudes and behaviour in the workplace. However, organisational culture still remains relatively unexplored in service operations. Thus it is of interest to explore the extent to which organisational culture impacts on employee job attitudes and work behaviours within the hospitality context. In the hospitality industry, a service culture is embedded in the context of organisational culture, to shape employee attitudes and behaviours. Hospitality frontline employees are encouraged to 'go the extra mile' in order to reflect service culture in the process of service delivery. Taking Baum's (2006) and Cheung's (2006) suggestions, it thus can be argued that organisational culture plays a role influencing frontline employee OCB within the hospitality context.

Researchers argue that empowerment is supposed to be seen as a critical mirror of organisational culture when dealing in heterogeneous markets (Lashley, 1999), by which, in turn, empowerment is reflected in the behavioural adaptability of frontline employees. Hospitality employees play a critical role in influencing the guest purchasing experience (Dawson et al., 2011). In this sense, an understanding of managerial empowerment is vital as frontline employees may be required to 'go the extra mile' in order to deal with on-the-spot problems in a responsive manner and with suitable behaviour. Thus it is of value to examine the relationship between managerial empowerment and OCB.

According to George and Grönroos (1991), the concept of service culture can be used to encourage employees to remain customer-conscious by providing them with effective service standards and an understanding of relationship marketing. It can be argued that communications and sharing information can serve as positive aspects of organisational politics whereby hospitality organisations acknowledge the importance of the understanding their employees need and want in the workplace, so as to be motivated to exercise OCB. In addition, communications and the sharing of information can also be employed to prepare employees for the implementation of managerial empowerment. Thus it is of interest to explore the extent to which these positive proxies of organisational politics influence OCB.

Furthermore, notwithstanding that command-and-control styles of management are dominant in hospitality organisations (Lovell, 2009), there remains an issue as to the extent that trust impacts on OCB when managerial empowerment is employed as an important approach to improve employee performance. Trust is considered as fundamental to the implementation of empowerment (Cheung et al., 2012). Managerial empowerment requires a major change in managerial perspective. On the one hand, managers have to place a great deal of trust in their employees and respect their judgment even though they themselves still carry the authority and responsibility in their position. On the other hand, employees need to have trust in their managers to have the confidence to exercise OCB, as it can require them to go beyond the boundaries of their job descriptions. Thus it is of significance to have insights into the association between trust and OCB.

To summarise, organisational culture is such a broad and complicated concept that to capture an understanding of how it influences employee performance, the present study attempts to gain insights into its underlying assumptions (Schein, 2004; Trompenaars, 1995). The genuine difference of the hospitality context lies in the process of service delivery as it involves many interactions between frontline employees and guests. Therefore it can be agreed that a service-oriented workforce plays a key role in impacting upon the guest purchasing experience. Taking consideration of a service culture in the context of organisational culture, it can be argued that managerial empowerment, organisational politics, and trust can be seen as key organisational themes which are of importance in facilitating frontline employee OCB within the hospitality context. In the next chapter, the relationships between OCB and organisational themes will be further discussed to identify the research gaps in the present study field.

CHAPTER THREE ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND OCB ENABLERS

This chapter begins with the conceptualisation of OCB and OCB research within the hospitality context. Following this, the chapter provides insights into the association between OCB and OCB enablers.

3.1 Organisational citizenship behaviour

Research evidence indicates that OCB has a significant impact upon a number of organisational effectiveness measures such as productivity, efficiency, and profitability as well as customer satisfaction (Podaskoff et al., 2009; Wat and Shaffer, 2005). Within the hospitality context, the display of OCB can range from bending the rules to problem-solving behaviour (Klidas et al., 2007). The hotel organisation aiming to provide tailor-made products or services may have to be aware that frontline employee behaviour plays a critical role in the process of service delivery (Lashley, 1999). In other words, in this type of hospitality organisation, there tends to be an emphasis on extra-role behaviour exercised by frontline employees as they are expected to be capable of independent decision-making, taking the initiative and being creative in order to solve problems, recover from mistakes and create satisfying or surprising guest experiences during the process of service delivery.

3.1.1 Conceptualisation of organisational citizenship behaviour

According to Katz (1964), it can be hard for an organisation to survive and to be effective if it merely depends on employees' prescribed work behaviours. Thus he proposes 'innovative and spontaneous behaviour' which encompasses helping fellow

colleagues, protecting the company, contributing constructive suggestions, and self-training (Katz, 1964: 132). This seems to imply that this extra-role behaviour can be viewed as vital to organisational effectiveness. Graham (1991) points out that management researchers see OCB as the extra-role performance that is distinct from task performance (Hoffman et al., 2007). But OCB may be understood in different ways for different employees, organisations, and situations (Graham, 1991; Bienstock et al., 2003). There appears to be an area where in-role and extra-role behaviours may overlap (Graham, 1991; Van Dyne et al., 1994). Nevertheless, the evidence arising from a quantitative review of OCB literature carried out by Hoffman et al. (2007) supports the view that OCB is distinct from but strongly related to task performance. Organ (2006) originally defined OCB as employee behaviour that is not written in job descriptions and is not formally recognised by the company reward system, but this behaviour contributes to organisational effectiveness. According to Podaskoff et al. (2000: 516), OCB behaviours are grouped into seven themes: 'helping behaviours, sportsmanship, organisational loyalty, organisational compliance, individual initiative, civic virtue, and self-development'. They further pointed out that perhaps most OCB constructs proposed by management researchers are influenced by Katz's (1964: 132) suggestion of non-prescribed behaviour in his article, because these constructs all carry a sense of 'innovative and spontaneous behaviour'.

There are some shortcomings to traditional OCB definitions (Graham, 1991). As pointed out by Graham (1991), traditional definitions of OCB have either excluded traditional measures of job performance or only advocated organisationally functional forms of OCB. With these criteria, researchers may come across

challenges of identifying in-role and extra-role behaviour because the distinctions between two forms of behaviours may vary across persons, jobs, organisations and time. She further argues that forms of OCB should be viewed in a broad way because employees may not only know their work role from job descriptions, but they may get information from verbal advice and the informal role expectations of people such as managers, co-workers and customers in the workplace. It is argued that high task performance may show that employees are motivated to form a bonding relationship with their company. In this sense, employees may have the motivation to secure citizen rights as well as the incentives (e.g. carefully using resources, respecting all employees, ethical business practices) or job instructions. This behaviour may further support the values of the company in the long term.

Concerning the relevance of OCB to organisational effectiveness, Graham (1991) argues that employees' helping behaviour sometimes cannot guarantee short-term organisational effectiveness. However, it is important to understand the motivation of helping behaviour because it may result in a greater contribution for the long-term success of the company. Extending previous research on OCB definitions and political philosophy, Graham (1991) redefines OCB as a measure of individual work behaviour on the basis of citizenship responsibilities in an organisational setting. Graham's (1991:255) OCB conceptualisation includes 'organisational obedience, organisational loyalty, and organisational participation.' Obedience refers that employees demonstrate this behaviour in relation to the structure, the job descriptions. Loyalty refers to the behaviour demonstrated to protect the company against threats or the good reputation of the company. Participation includes attending meetings, proposing opinions or sharing ideas. Further, Van Dyne et al.

(1994) showed that Graham's OCB construct is multidimensional, including task performance, citizenship behaviour, and political behaviour.

Researchers suggest that the definition put forward by Graham (1991) and Van Dyne et al. (1994) is suitable to be employed for frontline employee OCB studies (Bienstock et al., 2003; Bettencourt et al., 2001; González and Garazo, 2006), because the three dimensions of OCB can be related to the role of frontline employees in an organisational setting for service firms. First, concerning conscientiousness, frontline employees are seen as representatives of the company and can therefore have an impact upon the organisational image when demonstrating task performance. Second, in relation to loyalty, frontline employees are expected to act to protect the company from outsider threats, and maintain the good reputation of the company. Third, with regard to participation, frontline employees act as a bridge between customers and the company. They are expected to take initiatives to communicate with guest or their co-workers or managers, particularly during the process of service delivery (Bienstock et al., 2003; Butterncourt et al., 2001). Additionally, Bienstock et al. (2003) demonstrated the relationship between the three dimensions of OCB with organisational service standards and requirements in the restaurant sector. González and Garazo (2006) showed that communication dimensions of service standards have a positive impact upon frontline employee OCB in the hotel sector. Extending previous research (Bienstock et al., 2003; González and Garazo, 2006), the approach of Graham (1991) is employed in this study because it can be used to reflect frontline employee basic experiences relating to the process of service delivery within the hospitality context (Bienstock et al., 2003; González and Garazo, 2006).

3.1.2 Organisational citizenship behaviour in the hospitality context

Research evidence indicates that frontline employee OCB plays a role in guest satisfaction and perceived service quality (Bienstock et al., 2003; Castro et al., 2004; Cheung, 2006; Tang and Tang 2012). Studies indicate the importance of OCB in the hospitality context (Bienstock et al., 2003; González and Garazo, 2006; Sun et al., 2007; Raub, 2008; Raub and Robert, 2010; Stamper and Van Dyne, 2001, 2003; Tang and Tang 2012). For example, Waltz and Niehoff (1996) indicate that OCB is positively related to customer satisfaction and quality performance. Research findings from Bienstock et al. (2003) show that OCB is positively related to service delivery on the basis of organisational standards and requirements. OCB research has centred on employees' job attitudes, such as job satisfaction (e.g. González and Garazo, 2006) and organisational commitment (e.g. Cichy et al., 2009). Researchers suggest that more attention should be paid to the relationship between organisational activities and OCB (González and Garazo, 2006; Sun et al., 2007; Tang and Tang, 2012). Tang and Tang (2012) argue that organisational activities are designed to achieve an excellent service that may influence employee OCB. Cheung's (2006) empirical results in a Chinese context reveal that Total Quality Programme is related to frontline employee OCB in the hotel industry. Thus to further understanding and facilitate OCB, it is important to acknowledge the enablers of OCB.

Employees are expected to exercise extra-role behaviour to meet or exceed guest expectations during the process of service delivery, especially in non-routine situations (Ro and Chen, 2011). Research evidence appears to imply that organisational activities may play a role in facilitating employee behaviours. For example, Ottenbacher and Gnoth (2005) point out that employee competence can be

improved through service skill training to meet the demands of customers in service organisations. Yoon et al. (2007) suggest that frontline employees have to be informed about service standards for internal service quality so that they can be more confident in acting independently. Further, research findings suggest that the organisational context can influence service employees' competence and inclination to OCB, such as an organisation's structure, culture, human resources policies, and organisation members' rights (Bienstock et. al., 2003), service standards communication (González and Garazo, 2006), high-performance HR practices (Sun et al., 2007), and perceived organisational support (Chiang and Hsieh, 2012). This seems to suggest that OCB in the hospitality context may be associated with organisational culture through organisational activities.

To gain insight into how widely OCB can be exercised, more attention may need to be paid to understanding the cultural and structural characteristics of an organisation (Raub, 2008). Studies on the association between OCB and organisational activities in the hospitality context have examined bureaucratic organisational structures (Raub, 2008; Stamper and Van Dyne, 2001; 2003), the role of leadership (Gill and Mathur, 2007), and the role of empowerment (Kazlauskaiteet al., 2006). According to Raub (2008), standardisation and centralisation are employed to achieve high service standards. However, research evidence indicates that there is a negative relationship between frontline employee OCB and centralised organisation (Raub, 2008; Stamper and Van Dyne, 2001; 2003). Furthermore, Cheung's (2006) investigation into luxury hotels showed that a Total Quality Management programme was related to frontline employee OCB. From a cultural perspective, these studies appear to imply that organisational culture plays a positive role in encouraging

frontline employee OCB. However, there are no firm conclusions on the extent to which organisational culture can impact upon OCB in the hospitality context (Baum, 2006; Cheung, 2006).

These studies appear to imply that, in the hospitality industry, organisational culture can, to some extent, influence OCB through organisational themes (Bienstock et al., 2003; Cheung, 2006; Raub, 2008; Stamper and Van Dyne, 2001; 2003). On the one hand, previous research shows that there are negative undertones to the relationship between organisational culture (i.e. centralisation/formalisation) and OCB (Stamper and Van Dyne, 2001; 2003; Raub, 2008). On the other hand, a number of studies support a positive linkage between employee OCB and HRM practice (González and Garazo, 2006; Kazlauskaite et al., 2012; Ruab and Robert, 2010). For example, González and Garazo (2006) in an empirical study propose that service communicative leadership and service encounter practices are significantly related to employee OCB. Ruab and Robert's (2010) research evidence shows that empowering leadership behaviours have a direct effect on OCB. Kazlauskaite et al. (2012) confirm managerial empowerment has a crucial influence on customer-oriented behaviour in the hotel sector. Taken together, it can be argued that OCB may be associated with key organisational themes (i.e. managerial empowerment, trust and organisational politics) from an organisation perspective. Thus it is of interest to further explore the extent to which there is an impact of key organisational themes upon OCB in the hospitality context. Based on the discussion in Chapter Two, managerial empowerment, organisational politics and trust can be identified as key organisational themes relating to OCB in the hospitality context. The next section

focuses on discussion of the relationship between each key theme and OCB in order to identify research gaps.

3.2 Relationships between OCB and OCB enablers

This study attempts to explore three major areas. First, it intends to look into the relationships between OCB and managerial empowerment. Several empirical studies suggest that in the hospitality industry managerial empowerment initiatives are related to employee behaviour (Kelley et al.1996; Keilliher and Johnson, 1997; Lashley, 1997; Parsons, 1995, Maxwell, 1997; Hales and Klidas, 1998; Klidas et al., 2007; Ottenbacher and Gnoth, 2005). Further, Cheung et al. (2012) indicate that empowerment is related to productivity. Thus it is of interest to explore further the extent to which managerial empowerment may have an impact on OCB. The discussion on the association between managerial empowerment and OCB and its research gap will be presented in Section 3.2.1.

The second focus of this study is to look into the relationship between OCB and organisational politics. Cheung et al. (2012) show that communications are related to managerial empowerment. Bowen and Lawler (1992) highlight that it is of importance to devolve organisation-related information throughout the organisation, especially to frontline employees. Matthew et al. (2003) also suggest that fluidity in sharing information is a key organisational facilitator of managerial empowerment. If communications and the sharing of information can be seen as positive sides of organisational politics, this study attempts to explore the relationship between positive sides of organisational politics and OCB. The discussion on the relationship

between organisational politics and OCB and its research gap will be presented in Section 3.2.2.

Third, it is assumed that trust in the manager and being trusted by the manager influence frontline employee OCB if managerial empowerment is taken into consideration. Brower et al. (2009) show that both trust in managers and trust in subordinates have important effects on OCB. However, when managerial empowerment is adopted to motivate frontline employee OCB, their research evidence highlights that the effects of managers' trust in their subordinates have more influence upon OCB than the effects of subordinates' trust in their managers. Trust in manager and trust in employee are seen critical for frontline employees if managerial empowerment is taken into consideration. Discussion of the linkage between trust and OCB and its research gap will be presented in Section 3.2.3.

3.2.1 Managerial empowerment and organisational citizenship behaviour

Research evidence reveals that frontline employees play a key role in the success of empowerment in the hospitality industry (Cheung, 2006; Cheung et al., 2012; Ro and Chen, 2011). The hospitality literature indicates that empowerment, which is seen as individual and personal, involves the employee's emotion so as to exercise empowered behaviour in relation to autonomy, power, control, responsibility, commitment and enterprise (Lashley and McGoldrick, 1994). From a managerial point of view, Lashley (1996) points out that different forms of empowerment are tailored on the basis of products and services that the hospitality firms aim to offer. According to Lashley's (1996) interpretation, managerial empowerment can be seen as a form of top-down process between an organisation and its employees. Three

forms of managerial empowerment initiatives in the hospitality industry are described: employee participation, employee involvement, and employee commitment related to frontline employees (Lashley, 1996).

First, employee participation is concerned with 'giving employees some decision-making power' (Lashley, 1996:337) – i.e. concerned with the fact that an employee is given authority to do things. Being given authority does bring some sense that an employee likes having freedom of choice in the process of decision making. This form of empowerment may be more suitable for hospitality enterprises that tend to offer more standardised products (Lashley, 1996). In this sense, it can be explained that this form of empowerment has to be initially circulated by organisations to increase the degree of employee participation through rules and regulations. However, if empowerment is only confined to authority based on rules and regulations, this appears to be inflexible for the hospitality organisations aiming to provide tailor-made services or products.

Second, and similar to arguments put forward by Bowen and Lawler (1992) and Marchington et al. (1994), Lashley (1996) suggests that empowerment through involvement includes employees' experiences, expertise, and ideas and practices. He further points out that there are two dimensions of empowerment based on the degree of employee involvement. One is concerned with job-oriented involvement, in which employees are given choices to design and redesign job content and the details of service delivery in their own right. This involvement often includes assigned tasks, choices of team members and performance management on the basis of team working (Lashley and McGoldrick, 1994). The other dimension of involvement

covers customer-oriented involvement, such as suggestion schemes and quality circles, which are usually related to service interactions. This dimension of involvement relies on employees' experiences and expertise in relation to decision-making (Lashley, 1999). This perspective appears to imply that empowerment may be employed to encourage employees to 'go the extra mile'.

In a broader sense, employee involvement here can be explained as a process which increases the power of employees, enhances the implementation of organisational goals and rewards, improves communications within the department and the organisation, and increases feedback on performance by allowing employees to have access to resources, access to information and access to support (Lashley, 1996). Research evidence suggests that employee involvement practices have a significantly positive effect on work outcomes such as job satisfaction, OCB, and performance (Fisher et al., 2010). Therefore employee involvement appears to be more flexible than the first form of empowerment (employee participation) because it is likely to facilitate other desired work outcomes. By comparison with employee participation, employee involvement seems to give employees a wider scope to exercise empowerment approaches. It is a mix of tangible (e.g. resources) and intangible (e.g. circulation of power) elements of empowerment. In this sense, this form of empowerment appears to be more suitable for hospitality organisations that expect to have flexibility with their products and services. This may imply that managerial empowerment can be employed to encourage frontline employees to feel empowered and have freedom of choice so as to expand their empowered effort.

The third form of empowerment is related to employee commitment. Research findings suggest that some customer care programmes are initiatives aimed precisely at improving employee commitment (Cheung et al., 2012). Other studies also reveal that employees who are empowered are more attached to the organisation (e.g. Kazlauskaite et al., 2006; 2012). This form of empowerment seems to be concerned with an employee's psychological processes. Perhaps this can be extended to improve or create motivation, particularly in hospitality organisations where it is hard to draw clear job standards on, for example, problem-solving skills. If managerial empowerment can be supplemented with other managerial facilitators (such as good communications, shared information), the level of employee commitment may be increased by relevant managerial facilitators related to OCB.

In a comparison of these three forms of empowerment, Lashley (1996) suggests that different types of hospitality organisations may favour different forms of empowerment to meet different business situations. To some degree, if hospitality organisations aim to achieve higher levels of service, this may lead to high levels of unpredictability in service encounters. In this sense, the second and third forms of empowerment seem to be more suitable for desirable work outcomes for these hospitality organisations, because these two forms of empowerment can be fostered to reflect on employee behaviour that can be referred to OCB.

Baum (2006: 101) argues that empowered behaviour can 'lose any sense of individual control and spontaneity' if employees 'are empowered to behave within the boundaries prescribed by their employers.' Empowered actions are considered as in-role behaviour where is prescribed by employers within the hospitality context

(Baum, 2006). Extra-role behaviour refers to employees being supposed to have freedom of choice and also that failure will not lead to punishment (Baum, 2006). From a managerial perspective, based on several research suggestions (Baum, 2006; Cheung, 2006; Cheung et al., 2012), it can be argued that there appears to be an association between managerial empowerment and frontline employee OCB for hospitality organisations aiming to offer tailor-made products and services. Except for the research carried out by Gilbert et al. (2010) on relationship managerial empowerment (i.e. Kanter's theory) related to OCB in the healthcare industry, it is clear that little is known about the link between Kanter's empowerment theory (1993) with Van Dyne et al. (1994) OCB in the hospitality context. Furthermore, Matthews et al. (2003) suggest that the implementation of managerial empowerment has to work with other organisational enablers relating to employee behaviour. From an HRM perspective, Kazlauskaite et al. (2012) suggest that managerial empowerment is related to customer-oriented behaviour. Studies further reveal that OCB is associated with organisational factors such as organisational structure (Raub, 2008) and empowerment leadership (Raub and Robert, 2010) in the hotel sector. From a cultural perspective Cheung et al. (2012), in a Chinese context, shows that managerial empowerment is associated with employee productivity; and by extension it can be proposed that there may be a relationship between managerial empowerment and frontline employee OCB in the hospitality context.

3.2.2 Organisational politics and organisational citizenship behaviour

Research results support the relationship between organisational politics and a variety of employee outcomes, including intention to leave the organisation (Poon, 2004; Vigoda, 2000), high levels of stress (Poon, 2004), job tension (Ferris et al., 2002), and depression (Byrne et al., 2005). Research evidence has also identified a variety of organisational factors serving as antecedents for organisational politics (Ferris and Kacmar, 1992; Poon, 2004; Valle and Perrewe, 2000). Ferris and Kacmar (1992) show that feedback and job autonomy are negatively linked with organisational politics. Poon (2004) supports a positive relationship between organisational politics and scarcity of resources (e.g. pay and job promotion opportunities are limited). Valle and Perrew (2000) show that job tasks, job promotions and interactions with colleagues are related to organisational politics. Chang et al. (2009) point out that research fails to consistently demonstrate such an impact on key individual-level outcomes associated with organisational effectiveness. For example, research findings do not consistently support perceptions of expected negative linkages between organisational politics, task performance and OCB. This implies that there is possibility that the political-outcome relationships may not always be negative (Chang et al., 2009).

Fedor and Maslyn (2002) suggest that political behaviour may result in positive work outcomes if organisational members find out that this is the only way for them to get things accomplished. As such, positive and negative political behaviour may be displayed in similar forms. This perceived behaviour can traditionally be seen as unsanctioned and seemingly self-serving. For example, a member of staff or a team

may address a critical issue relating to the organisation without first reporting or speaking to their immediate supervisor or manager (Fedor and Maslyn, 2002). However, this political behaviour can not only bring positive outcomes to an organisation, but it also brings benefits to the one who performs the political behaviour. In this sense, political behaviour cannot be only considered as dysfunctional, though it may imply a sense of self-serving of an individual in the workplace (Fedor and Maslyn, 2002). Moreover, Fedor et al. (2008) distinguish between negative and positive political behaviours that represent separate dimensions of political behaviours. They suggest that there is a need for more research on the positive sides of organisational politics as their findings indicate that they are distinct and separate from negative political behaviours (Fedor et al., 2008). This implies that perceptions of organisational politics may facilitate desired work outcomes if employees view them in a positive way within an organisation.

Research into perceptions of organisational politics supports the existence of a negative relationship with OCB (Witt et al., 2002; Vigoda-Gadot, 2007; Danaeefard et al., 2010; Hsiung et al., 2012) when the effects of organisational politics are at the cost of an individual or an organisation. This suggests that a negative political environment is an unfavourable one for engaging in OCB. Chang et al. (2009) provides inconsistent support for a relationship between the detrimental effects of organisational politics and OCB. They assume that, perhaps, OCB is not necessarily related to organisational politics in a negative way. Fedor et al. (2008:78) argue that 'what may make political (i.e. non-normative, self-serving) behaviours positive is the extent to which these self-serving behaviours are considered as legitimate or consistent with goals that enhance organisational effectiveness.' This implies that

positive political behaviour may help to create a positive work environment if this self-serving behaviour can be related to organisational performance. Given a positive and open political environment, employees may be provided with the chance to share company information and receive communications about organisational change. In this sense, employees can be motivated to exercise OCB in order to be adaptable to changes of their work environment.

Ferris et al. (2002) suggest that individuals, groups, and organisations may benefit from positive aspects of organisational politics, but most research focus has placed emphasis on the negative definition of politics in organisation studies (Drory and Vigoda-Gadot, 2010; Kane-Frieder et al, 2014). LePine et al. (2002) show that employees respond to opportunity stress by putting more time and effort into their jobs in an attempt to capitalise on the situation. Wei et al. (2010) indicate that political skills can be employed to facilitate an individual's career development in the Chinese context. Pfeffer (1992) proposes that not all political behaviours necessarily have negative impacts on organisations or other organisational members involved. In support of this perspective is evidence that perceptions of organisational politics are associated with desirable outcomes, including increased job involvement (Ferris and Kacmar, 1992) and performance (Rosen et al., 2006). Some research suggests that politics in organisations can be considered to be more or less neutral (Davis and Gardner, 2004; Warren, 2003). For example, Warren (2003) suggests that behaviour that deviates from organisational norms can have positive organisational consequences. Taken together, it can be argued that, to some extent, there may be a positive linkage between organisational politics and OCB.

If communication and the sharing of information can be seen as positive sides of organisational politics, organisational politics may be adopted to motivate employees to exercise OCB. Ro and Chen (2011) show that service standard communication provides frontline employees with the importance of their job behaviour. King (2010) further provides significant support for the linkage between brand knowledge dissemination and frontline employee commitment to the brand, which motivates their brand supportive behaviour. Jones et al. (1997) suggest that it is critical to establish an open internal communication climate if managerial empowerment is seen as a desirable management approach. Interestingly, Kazulauskaite et al. (2012) show that sharing information has a negative impact on employee empowerment. They suggest that the amount of information has to be taken into consideration when information is shared with employees. Based on these aforementioned arguments and studies, it can be argued that a more open and secure political environment may encourage employees to engage in OCB.

However, previous studies mainly shed light on the dark sides of organisational politics. Empirical research examining the relationship between organisational politics and OCB is limited (Byrne et al., 2005; Vigoda, 2000; Vigoda-Gadot, 2007). According to Fedor et al. (2008), more research is required in relation to the positive sides of organisational politics to understand to what extent political behaviours can have an impact on organisationally related responses. Based on this idea, it is proposed that communications and the sharing of information may be employed as positive proxies of organisational politics in this study. By extending research into a different perspective and service setting, this research focuses on this unexplored relationship between the positive side of organisational politics and OCB.

3.2.3 Trust and organisational citizenship behaviour

Studies indicate that trust is associated with a leader's perceived ability, benevolence, and integrity (Aryee et al., 2002; Chen et al., 2014; Chiaburu and Lim, 2008), productivity in individuals (Dirks and Ferrin, 2002), and job performance (Brower et al., 2009; Colquitt et al., 2007). Researchers suggest that when subordinates trust their managers, they are more willing to provide extra effort in their job performance (Brower et al., 2009; Chen et al., 2014; Mayer and Gavin, 2005; Poon, 2006). Brower et al. (2009) point out that trust in managers and trust in employees are separate forms of trust and they have different effects on employee performance. Thus it is valuable to explore the manager-employee relationship involving each form of trust with OCB. Research evidence suggests that employees are more likely to engage in OCB when they feel that their managers have trust in them (Brower et al., 2009; Lester and Brower, 2003). Moreover, Seibert et al. (2004) suggest that managers may be more willing to empower the subordinates they trust. Using this line of reasoning, it can be argued that trust may play a critical role motivating frontline employee OCB.

Researchers find that trust in subordinates has been ignored in studies relating to employee behaviours (Colquitt et al., 2007; Dirks and Ferrin, 2002). With the exception of a study by Brower et al. (2009) based in the hotel and resort industry, it is rare to locate any published studies that examine the effects of both trust in the manager and trust in the employee on employee behaviour. But such a study can be of value, to gain more understanding of the combined effects on employee behaviour. Thus this study attempts to examine the role of trust by examining the manager-employee relationship in relation to OCB from a cultural perspective. By

extending Gill's (2008) research, this study is an attempt to further explore the relationship between trust and frontline employee OCB in the hospitality context.

3.3 Summary

The contributions of OCB have been long recognised (e.g. Katz, 1964). From a managerial perspective, researchers look for insights into the relationships between OCB and organisational activities (e.g. Gonzalez and Garazo, 2006), particularly those which are designed to create service excellence: it is argued by Tang and Tang (2012) that these types of activities may have the potential to affect employee OCB. Within the hospitality context, OCB can be seen as discretionary behaviour aiming at meeting or exceeding customer expectations during the process of service delivery, especially in non-routine situations. However, the relationship between organisational culture and OCB has not been extensively researched in the hospitality context (e.g. Baum, 2006).

This study attempts to shed light on managerial empowerment, organisational politics, and trust. In relation to managerial empowerment, and building on Cheung et al. (2012), little is known in the hospitality context about the links between Kanter's theory of empowerment (1993) with the conceptualisation of OCB by Van Dyne et al (1994). Empirical research investigating the relationship between organisational politics and OCB is not only very limited, but tends to focus on the negative sides of organisational politics. As far as can be ascertained, this study appears to be the first to explore the relationship between positive aspects of organisational politics and OCB. The subject of trust remains relatively unexplored in the hospitality context, with the exception of the study by Brower et al. (2009) on

subordinate OCB. Extending Gill's (2008) research, this study aims to focus on the dyadic trusting relationship in relation to frontline employee OCB.

To summarise, after identifying the aforementioned research gaps, this study attempts to uncover organisational themes (i.e. managerial empowerment, organisational politics, and trust) to an understanding of hospitality frontline employee OCB. To explore the proposed theoretical framework (see Figure 3.1), one single company is chosen as case study methodology and semi-structured, in-depth interviews are employed for the data collection. Details of the research methodology are presented in the next chapter.

Figure 3.1 A proposed theoretical framework
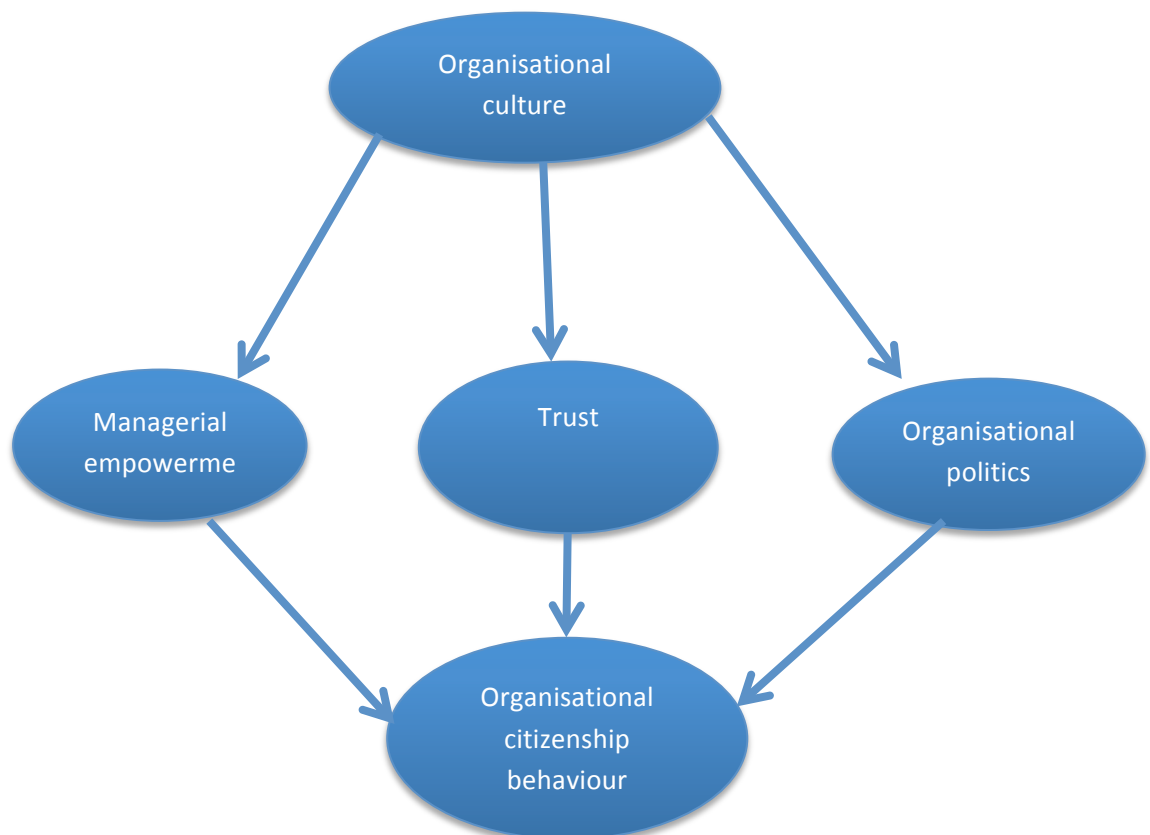
CHAPTER FOUR RESEARCH METHODOLOGY

This research explores the relationship between organisational culture and OCB, with a focus on key organisational themes, based on the case of a hotel company. This chapter begins with a discussion of the research justifications for the philosophical stance adopted. Next, the chapter gives insights into research design, including research methodology, case study selection, sampling within the case and company information. Then data analysis and process are provided. Ethical issues and trustworthiness are outlined. At the end of the chapter, personal reflections on the research journey are mapped out.

4.1 Research justifications

In the research world, a philosophic paradigm is seen as a comprehensive framework that guides research and practice in a field. This is the application of that entire framework to practice in terms of choices of methods. A research paradigm comprises several philosophical assumptions about fundamental issues such as the nature of truth, what it means to be known, what it contributes to the research, and the methods used in the process (Willis, 2007). One research paradigm cannot be considered as better than another because it depends on the research question(s) that need to be answered (Saunders et al., 2009). According to Willis (2007), perhaps two paradigms – positivism and interpretivism – are the major frameworks in the world of social science research. There are distinctions between these two paradigms, and these are discussed in order to explain the rationale for choosing the interpretive position as the research paradigm for the present study.

Positivism accepts certain ontological and epistemological assumptions about the nature of social 'reality' and the ways in which knowledge is constructed. Ontologically speaking, positivists believe that there is a single reality. On an epistemological level, positivism relies upon the fact that what is observed is real and it is from these 'real' events that theories can be tested. The features of the positivist school mean that researchers tend to stand outside of the events observed and to understand the events by measuring or quantifying the focal processes within the chosen events through statistical predictabilities as common rules (Easterby-Smith et al., 2008). In other words, positivism claims that human behaviours can be discovered if a good job can be scientifically and objectively studied in well-controlled contexts. However, the vision of an objective observer may be flawed and the core assumptions of positivist empiricism can be challenged. It is challenging for the positivist school to explain the interaction between theory and fact, between observers and observed. Moreover, interpretivist researchers often argue that the positivist scientist misses the progress to be made in the objective exploration of human subjectivity. In contrast, interpretivism can be seen as a response to the excesses of "scientific" social science (Willis, 2007).

Interpretivism is a paradigm that attempts to 'understand and explain human and social reality' (Crotty, 2011). Ontologically speaking, there can be several different truths based on one's construction of reality. Reality is socially constructed and is continuously changing. Interpretivists argue that researchers' research paradigms and previous theories influence any research they attempt to conduct (Willis, 2007). Researchers argue that the social world is constructed and lived in by interacting individuals: we live in a postmodern world of multiple selves and endless

fragmentation of experience (Seal, 1999). If viewing organisational culture varies according to context, it is unlikely that we will see organisational culture as a single reality. As for the exploration of the relationship between organisational culture and frontline employee OCB, it can be argued that it first requires an understanding of this relationship within a context before the relationship is ready for testing. Thus, the school of positivism does not appear to be a suitable research paradigm for the chosen research problem.

On an epistemological level, in the social sciences, interpretivist research intends to capture meanings and interpretations perceived by actors relating to occurrences, in order to understand their behaviours (Johnson et al., 2006). The application of interpretivism to social sciences, human beings act according to what they think about their actions (and/or interactions with others), in which a social scientist's role is to interpret these actions from research participants' perspectives (Bryman and Bell, 2007). In terms of organisational culture studies, it is noted that the views of organisational culture can be constructed and perceived by those who are within that social context. In order to be able to understand the relationship between organisational culture and frontline employee OCB within the hospitality context, it is necessary for a researcher to gain an understanding of the participants' perspectives in relation to their opinions and actions within a context. It appears that interpretivism is suitable to be employed as the philosophical paradigm that allows investigation of the research focus – organisational culture as a dynamic and fluid phenomenon.

Within the interpretivist paradigm, attention is drawn to interpreting and understanding the research participants' opinions and actions in their real life world (Ritchie and Lewis, 2009), so this paradigm underpins research design decisions that tend to employ qualitative research methods focusing on the process and meanings with the context chosen. In the present study, the research focus is to have insights into frontline employee perspectives on key organisational themes relating to their OCB within the hospitality context. It is imperative to understand the views perceived by the actors (frontline employees) in a real-life context (the upscale hotel company) by getting closer to them and hearing their voices in order to explore the relationship between organisational culture and OCB. Through the stage of reviewing the literature and establishing the research theoretical framework, the researcher found that quantitative methods are used as the dominant methodological approach within the research topic and selected themes. Thus the interpretivist paradigm appears to offer suitable research design. The decisions for the research questions, the research focus, and the selected participants of the present study will be further discussed in the following sections.

4.2 Research design

According to Yin (2014: 28), research design covers research questions and conclusions about these questions. The research design of the present study begins with recognising the fittingness of the philosophical position that has been discussed in Section 4.1. Based on an interprevisit philosophy, the present study adopted a qualitative approach to explore the relationship between organisational culture and OCB within the hospitality context. The research objectives are:

Objective 1: To explore the relationship between managerial empowerment and OCB

Objective 2: To explore the relationship between organisational politics and OCB

Objective 3: To explore the relationship between trust and OCB

Denzin and Lincoln (2005) define qualitative research as locating an observer in the world where a given activity occurs in order to make the world visible by presenting a set of interpretive and material practices. In a similar vein, Creswell (2013) offers another definition: in qualitative research assumptions are made with the use of interpretive/theoretical frameworks in which research problems are addressed for individuals or groups in relation to social or human problems studied. The approach of qualitative research is employed to generate rich reports concerned with individuals' perceptions, attitudes, beliefs, views and feelings and the focus of qualitative reports focus on the meaning and interpretations on various patterns or clusters of attitudes and related behaviour with regard to given events or things (Hakim, 2000). The qualitative research is usually conducted in a rigorous way that gives flexibility on the basis of the context so the results tend to generate explanation or arguments (Mason, 2002). Qualitative research can be used to provide an in-depth and interpretive meaning and understanding of what research participants perceive within the context. The close interaction between the researcher and participants gives the researcher the chance to spot or observe unexpected phenomena that may be important to explore. The process of data analysis may be open to emergent concepts (Corbin and Strauss; 2008; Miles et al., 2014).

According to the research questions proposed for the present study (see Chapter One) and the overall aim of exploring the relationship between OCB and organisational culture by focusing on key organisational themes from the employment perspective, a qualitative approach thus seems to be appropriate for the collection of information and for selecting suitable samples (by a variety of data gathering methods) on a small scale in order to gain insights into the chosen participants' perceptions relating to their behaviour within a specific context (Creswell, 2013; Ritchie and Lewis, 2009). A qualitative approach does have this major strength in adopting a less codified process whereas a quantitative approach is poor at modifying this (Maxwell, 2005). However, this does not mean that qualitative research is not concerned with research strategy. This theme will be developed in the next section.

4.2.1 A case study as research methodology

A case study is designed to give an insight into 'a contemporary phenomenon' (i.e. the case) within its 'real-life context' where it may be hard to draw a clean line between phenomenon and context (Yin, 2014:16). Case studies are employed to draw attention to an individual, a group, or an entire community as the study focus. For the data collection of this research methodology, the data-gathering approaches including various ways such as documents, interviews, and participant observation may be used to give an insight into the case study (Creswell, 2013; Yin, 2014). The strategy of using a case study appears to be suitable to gain an understanding of empirical descriptions of a particular context; researchers suggest that this research strategy tends to focus on a holistic description and explanation of a phenomenon (Merriam, 2009; Yin, 2014). Case study research is viewed as a methodological approach relying on multiples sources of evidence collected by a variety of data-

gathering methods (Hakim, 2000). Researchers point out that this methodological approach is useful for gaining an understanding of the relationships of attitudes, patterns or behaviours situated within the context. Recognising the causal process among constructs can help to build up the underlying logical arguments within or across cases (Eisenhardt and Graebner, 2007; Hakim, 2000). Moreover, Smircich (1983) argues that what the reality should be based on the perceptions constructed or reconstructed by organisational members. Schein (1996) further highlights that organisational member experiences cannot be understood through quantifying their experiences based on the establishment of abstract variables.

The present study attempts to understand the relationship between frontline employee OCB and organisational culture within the hospitality context. Three organisational themes (i.e. managerial empowerment, organisational politics and trust) are chosen as constructs of organisational culture because they are considered to be relevant to be facilitators of OCB (see Chapter Three). The present study, from a cultural perspective, explores associations between OCB and key organisational themes within a single company. Thus a case study appears to be an appropriate research methodology for the present study. The role of context has to be highlighted as important in case study methodology, to give an insight into research participants' perspectives relating to their specific behaviours within a real-life context. This is because it is challenging to draw a clear line between phenomenon (i.e. the case) and context (Yin, 2014). In this sense, the contextual factors both within and outside the firm need to be taken into consideration to provide possible employee OCB, because it may vary according to context. In the context of hospitality, frontline employees are frequently expected or required to 'go the extra mile' to deal with on-the-spot

problems. Researchers suggest that the case study method can be considered as a suitable strategy to have insights into an organisational setting (Eisenhardt, 1989; Yin, 2014). Thus it is appropriate to employ a case study for the purposes of this research.

4.2.2 Case study selection

The selection of cases is considered to be a vital part of constructing theory through the case study approach. Yin (2014) suggests that when choosing to use a case study approach, several key criteria have to be taken into consideration. First, the researcher must be able to argue why a case study approach has been chosen as a focus of the study. Second, participant behaviours should not be influenced by the study. Third, the contextual conditions have to be taken into consideration as long as they are relevant to the phenomenon studied. Fourth, the researcher has to be aware that it is challenging to draw clear boundaries between the phenomenon and context. It is important to acknowledge the boundaries of the case in order to determine the scope of the data collection. Fifth, the researcher should use available research literature as a guide to identify the case, key definitions and the unit of analysis in order to compare the findings with previous research.

In order to answer the research questions and to meet the research objectives, the approach adopted was to undertake an in-depth study focused on one selected case (the Fun Hotel). The selected hotel company is an upscale hotel company. The upscale hotel is here defined as a hotel company that aims to provide luxury hotel products and tailor-made services for the niche market. The aim of this research was to provide an information-rich case study in which the researcher could explore the

research questions and gain theoretical insights. The case has been selected as an international business and human resource management environment that is widely deemed to be 'successful'. It is worth taking learning from 'successful companies', to share information relating to good practices.

Concerning case selection, the preliminary pilot findings implied that there is a discrepancy of views on OCB between 4 star and 5 star hotels. In the former, OCB is viewed in a more abstract way in that frontline employees are encouraged to 'go the extra mile' to cheer up 'grumpy' guests. However, OCB appear to be motivated within the boundaries of the job role, particularly for on-the-spot problems with guests. Sherman's (2007) research indicates that strong organisational culture is employed to clarify expectations regarding employee work attitude and behaviour in the 5star hotel company. Thus the case that has been selected is an organisation with a well-established reputation with strong organisational culture encouraging employees to 'go the extra mile', achieving a recognised status within the hospitality context and representing a workplace where frontline employees are in contact with their guests. According to the initial information reviewed, employees are expected to interact with guests in a way that they would like to be treated themselves, which appears to imply that OCB is strongly encouraged by the company culture.

Initially, the 'gatekeeper' (IT Vice President in the headquarters of this hotel company) was contacted to talk over the phone with the researcher's supervisor. Then the researcher made direct contact with the same VP to explain the research and how it could be of benefit to the company. Following this, the IT VP responded that the HR VP in Europe was interested in the proposal and passed on her contact to

the researcher. Correspondence, via telephone and email, continued for nearly twelve months until the researcher received confirmation from the HR VP that HR managers from three properties (two hotels in England and one hotel in Ireland) would be willing to assist the researcher. In the meantime, the researcher was provided with the email contacts of these three HR managers to enable direct contact with them in order to discuss potential dates for on-site visits. The researcher contacted each HR Manager personally to obtain agreement. The study was initially intended to cover three hotels in the UK (one is in Hampshire and two are in London). However, one of them was closing down for refurbishment in 2008 so that HR VP suggested another one located in Dublin, Ireland for practical reasons of time and the cost involved. Three branch hotels are located in Hampshire, London (Canary Wharf) in England, and Dublin, Southern Ireland.

4.2.3 Sampling within the case

Qualitative research tends to employ the purposive sampling strategy for case study selection contributes to establish a rational for gathering information about the chosen case (Braun and Clarke, 2013; Miles et al., 2014). A qualitative approach tends to select informative cases with small samples to generate an in-depth qualitative analysis of a unit and see how the case fits the theoretically specified population (Braun and Clarke, 2013; Creswell, 2013; Miles et al., 2014). Thus in qualitative research the selection-of-sample strategy is concerned with theoretical and pragmatic influences (Braun and Clarke, 2013).

Corbin and Strauss (2008) point out that theoretical sampling is driven by the concept. According to Mason (2011), theoretical sampling has to be meaningful

theoretically on the basis of certain characteristics or criteria that help to develop theories. In a similar vein, Miles et al. (2014) indicate that theoretical sampling means that the investigator examines individuals who can contribute to evolving theory rather than representativeness. In short, theoretical sampling aims to contribute to a discovery of the concepts that are relevant to the problem and population. Many researchers argue that theoretical sampling allows researchers to explore the concepts in depth (Braun and Clarke, 2013; Corbin and Strauss, 2008; Mason, 2011; Miles et al., 2014). The present study attempts to explore frontline employee OCB as the main theme, from an employment perspective, in order to gain an understanding of perspectives on OCB in relation to organisational culture. Thus frontline employees are considered appropriate samples, because they are most frequently expected to exercise OCB in service interactions.

In terms of sample selection, the preliminary pilot findings indicated that OCB seemed to be easier to execute for frontline employees within Food and Beverage departments than those within Front Office departments. Perhaps this is because different types of service incidents occur; also, different types of empowered behaviour can be exercised. It appears to be more challenging for frontline employees in the Front Office department to exercise OCB. It was of interest to gain insight into the real world of how frontline employee OCB within the Front Office department could stimulate organisational factors, as the service incidents can be dynamic and anticipating OCB can be challenging. Therefore, as for the selection criteria of frontline employees, the present study chose to focus on those who have face-to-face contact with guests and who frequently 'go the extra mile' to solve on-the-spot problems within Rooms Division. This is because Rooms Division is seen as

the heart of the hotel and on-the-spot problems tend to be more complicated and more challenging than those in Food and Beverage Division. Thus the participants were chosen from Reservations, Front Office and Concierge and Guest Services within Rooms Division.

The structure of Rooms Division includes Reservations and Front Office, Concierge and Guest Services, Housekeeping, Laundry/Valet, Uniform Room and Telecommunications. The frontline employees who were selected from two departments: Reservations and Front Office and Concierge and Guest Services agreed to participant in the present study. The profiles of the research participants are listed in Table 4.1. Additionally, the HR managers were selected to participate because they are those who have lots of contact with frontline employees in relation to training and development. Thus, it was expected that the HR managers could provide insights into an understanding of the association between frontline employee OCB and organisational culture from a managerial point of view.

Table 4.1 The profiles of research participants in this case study

Hotel 1

Respondents	Gender	Nationality	Education	Years of employment
Concierge 1	Female	USA	Master in International Hospitality	4
Concierge 2	Male	UK	No	4
Receptionist 1	Female	Germany	Apprenticeship	1

			in Hotel	
Assistant Manager 1	Female	Germany	Degree in Hospitality Management	3
Receptionist Manager 1	Female	UK	Degree in Hotel and Catering Management	3.5
HR Manager 1	Female	Germany	Degree in Hotel Management	1

Hotel 2

Respondents	Gender	Nationality	Relevant Education	Years of employment
Doorman 1	Male	Lithuania	No	5
Doorman 2	Male	Bangladesh	No	8.5
Receptionist 1	Male	Swiss	Degree in Hospitality Management	1
Assistant Front Office Manager 1	Female	India	No	9
Front Office Manager 1	Male	Netherlands	Degree in Hospitality Management	8.5
HR Manager 1	Female	UK	Degree in Hospitality Management	9.5

Hotel 3

Respondents	Gender	Nationality	Education	Years of employment
Doorman 1	Male	Argentina	Studied Hotel Management	6
Concierge 1	Male	Ireland	No	7
Receptionist 1	Male	Indonesia	No	2
Assistant Front Office Manager 1	Male	Ireland	Degree in Hospitality	1.5
Guest Service Manager 1	Male	Ireland	Degree in Hotel Management	3
HR Manager 1	Female	Ireland	Degree in Hotel Management	2

Initially, the researcher proposed recruiting 4-6 line employees for a focus group, together with three groups in each branch hotel as well as four line managers for one-to-one interviews from each branch hotel. However, the researcher was informed by HR managers that it was unlikely that they could arrange for all of their frontline employees to be interviewed and they were not allowed to ask their employees to stay for interviews after work. Thus they could only make arrangements for those who agreed to be interviewed during their shifts on the day. They would not know who would be available until the schedule came out a week in advance and the actual list of research participants perhaps could only be confirmed one or two days before the researcher went on site. The HR managers thought that it was important to

reconfirm interview appointments with employees one day before their shifts. Thus the final number of research participants in the present study was 6 research participants (3 line employees, 2 line managers, and 1 HR manager) from each branch hotel in the present study. There were some differences in opinions given within or at the end of a few interviews, when interviewees extended relevant concerns relating to interview questions. But within the eighteen interviews, most respondent perspectives responding to interview questions were very similar.

'There are no rules for sample size in qualitative inquiry' (Patton, 2002:244). Braun and Clarke (2013) suggest that a common interview sample size is 15–30 in research that aims to identify patterns across data. Several influential factors need to be taken into consideration for the sample size: the purpose of the inquiry, the quality of data, the scope of the study, and the time and the resources of the researcher (Bailey, 2007; Braun and Clarke, 2013). Moreover, Bailey (2007: 64) highlights that 'what of being sampled – research sites, times for observing, documents to analyse' will influence the appropriate sample size in a study. In a similar vein, Saunders et al. (2009) point out that sites or individuals have to be taken into consideration as they can purposefully offer a scenario central to the research problem. Guest et al. (2006: 76) suggest that a sample of 12 is likely sufficient if the aim is to describe 'a shared perception, belief, or behaviour among a relatively homogeneous group' of participants who have similar experience (these experience comprise truths) relating to the research area (Guest et al., 2006). Based on these suggestions, the samples were selected on the basis of 'theoretical constructs of interest' (Bailey, 2007: 65) relating to the research field. Finally, prior to the conduct of interview on site at hotels, the number of research participants was modified and finalised on the basis of

discussions with HR Manager from Hotel 1 and in light of the research proposal the researcher sent previously.

4.2.4 Methods within the case study methodology

This section comprises two parts. Firstly, it discusses qualitative interviewing as it was employed as the main research method for the data collection. Next, it moves on to describe the relevant information that was used to support understanding and analysis of the case study company.

Qualitative interviewing as the research method

Interviews are variously described as elite interviews, depth interviews, semi-structured interviews, and group interviews (Gillham, 2000; Hakim, 2000). Most qualitative research generates knowledge from the context perspective (Mason, 2011). Within this ontological and epistemological stance, the social experiences or processes that the researcher is interested in exploring is frontline employee OCB within the hospitality context, with a focus on an upscale hotel company. The aim of this research is to gain insight into the relationship between organisational culture and OCB with a focus on managerial empowerment, organisational politics and trust. Previous research into the relationships between these themes and work outcomes suggest that structured questionnaires are mostly employed as the data-gathering tool. Pragmatically speaking, a company may develop its own organisational culture with a focus on different organisational themes relating to its context. This research aims to explore the relationships between frontline employee behaviour (OCB) and relevant organisational themes embedded within organisational culture, through a qualitative approach. This can be seen as a social process that is situational in its

operations; therefore the researcher needs to ask situational rather than abstract questions (Mason, 2011). Thus qualitative interviews were considered as a suitable approach for generating data on employees' perspectives in greater depth.

Interviews commonly used by researchers for their fieldwork can be categorised as unstructured, structured and semi-structured (Bailey, 2007). The semi-structured interview gives the researcher the flexibility to adjust the order of asking the same questions to all the respondents in order to obtain in-depth information. This approach gives the researcher the opportunity to look for the construction of knowledge within the context, by focusing on relevant themes explored in the present study rather than asking abstract questions. In light of the chosen research paradigm and strategy for exploratory qualitative research and research objectives, the semi-structured interview method was selected over other methods as the data collection approach to generate greater understanding of the research participants' perspectives (Bailey, 2007; Sommer and Sommer, 2002).

The interview questions were developed from literature review, the discussions with the researcher's supervisor and colleagues, and the suggestions from HR VP in the selected case study company. The full questions were used in the interview guide (see example of interview guide in Appendix A) in order to avoid drifting into a style which is too conversational and that may cause leading questions to be asked and endorsements of particular opinions to be made (King and Horrocks, 2010). Having flexibility with the order of the questions is important when exploring the complexity of meanings and interpretations perceived by research participants (Liamputtong and

Ezzy, 2005) as the flow of the interview should be taken into consideration (Bailey, 2007).

The same interview guide was applied to line employees, line managers, and HR managers to establish whether there were any similarities (or differences) between them in relation to the key themes explored in the present study. While conducting interviews, the researcher went through all the same questions with each interviewee, but not necessarily in the same order because, to some extent, different interviewees might feel comfortable answering certain questions to begin with because they are in an area with which they are familiar, especially soon after the ice-breaking. During the stage of ice-breaking, the researcher introduced herself and the purpose of her research as well as letting participants know that all the interviewees would be kept confidential. The schedule was: each line employee interview was about 30 minutes, each line manager interview was about 40 minutes, and each HR manager interview was about 40 minutes. The HR manager from Hotel 1 told the researcher that she was concerned that the researcher had to travel down to England to conduct interviews in both Hotel 1 and Hotel 2; she suggested planning one interview day for each hotel and she would talk to the HR manager to arrange two days in a row. However, the HR Manager from Hotel 1 could not make it on the date scheduled so that she asked the HR training manager to be interviewed on her behalf.

All the research participants were very busy because the interviews were arranged during their shifts on site at the hotels. Most interviews went smoothly as the HR manager had arranged a meeting room, set up with tea facilities for the research participants. One line manager had to leave for five minutes because the hotel was

gearing up to welcome a VIP (he told the researcher that they were preparing to welcome the Prime Minister) but he took the initiative to extend the interview by ten minutes. Overall, the researcher managed to ask all the same questions based on the guide with each of participants and asked for any opinions they would like to add; she also checked if they could provide their contact email addresses (most of them gave their personal email and some their company one), in case the researcher needed to contact them to clarify any confusion after the transcripts were done.

Company documentation

Secondary data relating to this case study company was collected. This was in the form of documentation as well as access to the company website. The documentation included a brief of company history, company philosophy, learning and development in relation to training, information on the three branch hotels, and the structure of Room division. These documents provided the researcher with an understanding of the organisation prior to the conduct of the field study. The details on company philosophy and training were used to complement the primary data within the analysis (see Chapter Five) and discussion (see Chapter Six) phases of the present study.

4.2.5 Description of the case organisation

It is important for a researcher to have contextual material available to describe the setting for a case (Creswell, 2013). This section is designed to provide general information on the company's philosophy and bring an insight into its training programme. This information helps to justify the choice of the case. Moreover, it is also used in support of the findings chapter (Chapter 5).

Fun Hotel Company and its philosophy

Fun Hotel is a hotel and resort company with a global luxury brand; it is a Canadian-based company that aims to provide a more personal style of service. It opened its first hotel in 1961. The company ranked 91 on Fortune magazine's list of the 100 Best Companies to Work For in America in 2014. The company believes that committed and satisfied employees help the company create repeat business performance. Thus, it appears to be the case that those who work at Fun Hotel Company are among the most satisfied in the world. Further, the company philosophy indicates that attention is paid to both external and internal (i.e. employees) guests. It highlights that the key to company success is placing a service culture emphasis on people. The company's core philosophy is to value all the interactions between guests, business associates and colleagues and demonstrate the way that you want to be treated (the company website).

In relation to benefits for employees, this company intends to promote a culture of mutual respect with their employees and provide a world of opportunities and a working environment that gives employee support, because it believe that people are the driver for excellence in company performance. Thus this company has strong commitment to their employees, shown by its offering of competitive compensation and benefit plans. Further, the company shows that their senior executives and general managers stay within the company on average over fifteen years. This indicates that employees appear to be happy to stay with this company for a long period of their career. Many employees started from line positions and advanced their career development through the company's training and development

programmes. In relation to employee learning and development, the company aims to incorporate the importance of guest experience and the culture of the company into employee training and development. The company is dedicated to investing employees at all levels with this philosophy, because the company sees confident and competent employees as key to sustaining a hotel brand with a focus on luxury and service excellence. The company intends to create a learning organisation in which training is treated as a dynamic process and skilled employees are encouraged to search for solutions with management (the company website).

Fun Hotel was selected for this research because it is considered to represent business and human resource management success in the upscale hotel sector. The purpose of the present study is to explore this success in terms of the role organisational culture plays in contributing to frontline employee OCB – that is, concerned with high levels of service in the upscale hotel.

4.4 Data analysis and process

Data analysis involves the researcher extracting and organising the quotes to make the analytic data and then go beyond the description of the data to generate arguments in relation to the research questions (Braun and Clark, 2013; King and Horrocks, 2010). It has been suggested that the first step of data analysis is to create codes (Miles et al., 2014; Saldana, 2013), which can be used to extract the segments of data relevant to the research questions or themes explored in a research. Through the process of coding, the data will be deconstructed and be presented in a reduced form. The coding process is seen as analysis because it allows the researcher to have deep reflection, further analysis, and an interpretation of the meaning of the data.

Depending on the purpose of a research, there are various types of coding for the initial stage of the data analysis (Miles et al., 2014).

The interviews were conducted by the researcher herself and were recorded in a digital recording device. Before starting the analysis process, the interviews were fully transcribed by the researcher. The transcripts were analysed by employing Template Analysis (King, 2004) with the deductive approach (Miles et al., 2014). 'Deductive coding' is an approach that creates codes on the basis of the theoretical research framework, research questions, and key variables researched (Miles et al., 2014: 74).

This was the first time the researcher conducted qualitative research. This approach was considered as a suitable one to help the researcher to begin the process of coding without being overwhelmed by raw data. Also, data were analysed from an interpretivist perspective, thereby enabling the initial coding phase to be guided by the theoretical research framework (Miles et al., 2014). Template analysis that places an emphasis on a hierarchical manner is concerned with 'discovering underlying causes of human action and particular human phenomena' (Brooks and King, 2012:2). The work carried out by Guest et al. (2006) suggests that the first level of codes can be identified after analysing six interviews: this number is employed to form the basis of the initial phase of the process of data analysis. In short, King's (2004) guideline of template analysis and Guest et al.'s (2006) suggestion as well as the deductive approach of coding (Miles et al., 2014) were adopted to assist the researcher in dealing with raw data and presenting the findings (see Chapter Five).

Before starting to make the initial template, the researcher read through all the transcripts and marked the segments of data with different colours based on the approach of inductive coding (Miles et al., 2014) and made notes on the transcripts. Next, taking Guest et al.'s (2006) suggestion, the researcher first chose to analyse three transcripts (line employees) from Hotel 1 to identify one concept. During this phase of the data analysis, the initial templates were developed till no new additional perspectives for creating new codes between six line employees across three hotels. Thus the researcher used this initial template as a guide when going through the remaining transcripts. In the meantime, the researcher constantly revised and refined the codes, as well as adding new codes or removing redundant codes. Although the initial template was produced on the basis of a priori themes that may relate to theoretical concepts or perspectives on the basis of research aim and design of the study, it needs to take into consideration the redefinition or removal of a priori themes when data is insufficient (Brooks and King, 2012).

During the second phase of analysis, the researcher identified noticeable codes in the first level and tried to figure out their pattern before moving them up to the second level: this is because a drawback of template analysis (Brooks and King, 2012) is that, if relying on codes of the initial plate, the meanings of codes in relation to the context may be lost. During this phase, the researcher still had to keep reading transcripts multiple times in order to revise patterns at the second level. This process was carried out until no new patterns merged from the data. There were no new additional codes and patterns emerging after nine interviews (3 line employees and 6 line managers) were coded. Finally, the remaining transcripts (3 HR managers) were

fully coded based on the revised template (see Appendix C). The analysis of the remaining three transcripts resulted in no more additional codes.

The subject of organisational culture is a very broad concept. When employing template analysis, the aim and the content of the study need to be taken into consideration to provide accounts of coded data (Brooks and King, 2012). Throughout the process of data analysis, attention was paid to ensure that codes, patterns, and themes identified by the researcher actually reflect the content of the entire data set (Braun and Clarke, 2013). McDowall and Saunders (2010:11) argue that 'the codes used as a reflective process to ensure that coding was rooted in the data'. To meet a research aim and answer research questions, researchers point out that the analysis can conclude when sufficient number of themes have emerged (Miles et al., 2014), each theme is fully developed and described (Corbin and Strauss, 2008), and sufficient evidence of relationships has been gathered (Bazeley, 2013). The aforementioned suggestions were employed in the present study to justify deciding when the process of data analysis had reached an end.

4.5 Ethical issues of the research

Research ethics concerns 'the moral deliberation, choice and accountability on the part of researchers throughout the research process' (Edwards and Mauthner, 2002:16). Yates (2004:160) indicates several ethical issues that have to be taken into consideration: 'getting access to participants, getting past gatekeepers, informed consent, deception, right to privacy, right to withdraw, self-presentation'. In light of the use of qualitative interviews, two issues with the use of utilitarian ethics are

considered in the present study: respect for persons and beneficence (King and Horrocks, 2010).

First, with regard to respect for persons, the researcher mailed out the interview questions together with the research method so that the HR management could have clear information to communicate with their frontline employees before obtaining their agreement on participation. Before starting each interview, the researcher gave a self-introduction and a short briefing as an ice-breaker to ensure that the participants understood who the researcher was, how their information would be used, and how they would be protected in the process of dealing with the data. At the end of each interview, the researcher asked participants if there was any concern they wanted to address, to make sure that they still had the freedom to add on to the information they had already shared or had any other concern.

Second, beneficence relates to the researcher's responsibility to secure the well-being of participants. The researcher was requested to make sure that she followed the interview time as scheduled by HR management at each hotel, as this was the length of interview time they had communicated to their staff. In addition, the interviews were conducted in either a staff meeting room or a training room booked by managerial HR management, which helped to assure confidentiality. With the help of the HR management, tea, coffee, and cakes were provided to create a relaxing environment in which the participants could feel comfortable and free to express their opinions and perspectives on the topics the researcher was exploring. In addition, the researcher also prepared small gifts to let the participants know that their help (effort and time) was acknowledged and appreciated. In term of

transcribing and presenting the data, the researcher protected the anonymity of the informants by assigning numbers to individuals (Creswell, 2013).

4.6 Trustworthiness of data in qualitative methodologies

Concerning the issues of reliability and validity, it is important to establish the trustworthiness of a qualitative study (Silverman, 2013). These terms are used in their broader sense to appraise the qualities of a qualitative study (Corbin and Strauss, 2008; Ritche and Lewis, 2009). In this section, two major dimensions (i.e. reliability and validity) are discussed in order to assess the qualities of the present study.

Conventionally, reliability is concerned with whether or not evidence can be duplicated in another study carried out by using the same methods (Ritchie and Lewis, 2009). Given the likely complicated phenomena and the certain influence of contextual features, it can be difficult to establish the possibility for replication in qualitative research (Braun and Clarke, 2013). Corbin and Strauss (2008) further argue, in a similar vein, that qualitative research can never be, nor should be, repeated as the features of qualitative research are dynamic. This is to say that it is inadequate to judge the reliability of qualitative research by using the criteria that are applicable to quantitative studies. Thus reflexivity can be employed to show the procedures that have led to a particular set of conclusions in qualitative research (Corbin and Strauss, 2008).

Generally speaking, validity is often explained as being made up of internal validity and external validity. Corbin and Strauss (2008) use 'credibility' to replace 'internal validity' and it refers to consistency with the design of methodologies in qualitative

research. External validity is about generalisability of the data. While conducting research relating to human behaviours in the real world, it is unlikely for qualitative research to be context-free. Thus researchers suggest that qualitative studies are generalisable to theoretical propositions, not to statistical populations as quantitative studies normally aim to achieve (Corbin and Strauss, 2008; Braun and Clarke, 2013; Yin, 2014). Corbin and Strauss (2008) suggest that, in the absence of any other classical guidance, the concept of fittingness is used as a criteria of external validity in qualitative work. The concept of fittingness means that the findings are considered as suitable bearing in mind the experience of both the practitioners for whom the research is intended and the research participants who take part in a study (Corbin and Strauss, 2008).

Transferability means that findings are seen as valid and useful (Miles et al., 2014; Yin, 2014) so that they can be applied to other groups of people and contexts (Braun and Clarke, 2013). In-depth description that includes specific contexts, details of research participants, and the settings of a study have to be provided to enable readers to assess the potential for applying the results in their real-life settings (Braun and Clarke, 2013; Miles et al., 2014; Yin, 2014). Further, different forms of triangulation – of methods, of sources, through multiple analysis approaches, and of theory – can be employed to assess transferability (Ritchie and Lewis, 2009). In summary, validity is assessed through the research paradigm, the description of the phenomena, the research methods, the data analysis, and the interpretation of a study in order to accurately present a story in qualitative stance (Miles et al., 2014; Braun and Clarke, 2013; Yin, 2014).

Along with the arguments of Corbin and Strauss (2008) and Yin (2014), internal validity was examined through the features of the phenomena described and presented in the research background chapter (see Chapter One). The research method (qualitative interviewing) and the theoretical sampling approach were adopted to ensure that the data present accurate descriptions of human experience (Corbin and Strauss, 2008), and to generate rich data presented in the findings chapter (see Chapter Five). As for Corbin and Strauss (2008), the concept of fittingness is judged adequate to assess external validity in the present study, as a qualitative strategy with an interpretevist paradigm was employed. With the use of 'enough thick description' (Miles et al., 2014), the literature review chapters (see Chapters Two and Three) provide different levels of meanings on research themes and showed how they are employed within the hospitality context. Based on the conceptualisation of triangulation (Ritchie and Lewis, 2009), gathering data from frontline employees, managerial frontline employees, and managerial HR personnel with similar sets of interview schedules created a triangulation of sources that established external validity (transferability) of the evidence. In the present study, these two dimensions (i.e. reliability and validity) that can improve the qualities of the research were considered. However, reliability is difficult to achieve in qualitative studies (Braun and Clarke, 2013). Thus, taking Corbin and Strauss' (2008) suggestion, reliability can be extended to incorporate reflexivity, and this will be discussed in Section 4.8.

4.7 Research limitations

Though the chosen organisation is clearly identified as a successful and suitable case to explore the relationship between organisational culture and OCB within the

hospitality context, it is important to recognise that the choice of a qualitative approach may lead to several limitations, of which several should be concerned with respect to the present study. First, with regard to qualitative case study research, the quantity of data does not lend itself to quantative measures of analysis. Thus it may be unlikely that the most important relationships can be determined (Eisenhardt, 1989).

Second, concerning the sampling selection, the participants were selected by the organisation. This raises doubts as to whether the respondents were telling the truth or trying to present artificial pictures of their organisation. Before travelling to the site for the data collection, the researcher was informed that the list of the participants could be only provided a few days before the data collection took place on the site. In addition, the participant might be changed if any of the participants had to take urgent leave on the day. In these circumstances, it is unlikely that the participants had prepared themselves for certain responses.

Third, in relation to qualitative interviewing, in order to run through all the questions within the limited time, the researcher had to acknowledge the interviewees' enthusiasm and generosity and then move on with the rest of the questions, because the researcher wanted to ensure that each interview and each interviewee covered the same set of questions within the same limited timeframe. Due to the length of interviews with frontline employees (30 minutes for each frontline employee; 40 minutes for each managerial frontline employee), it was very hard for the researcher to go further to explore emerging topics during the interview sessions.

Fourth, the data may not have been representative of the whole sample population because only selected frontline employees within Front Office departments participated in the present study. The researcher recognises that a major constraint of the present study is that it is based on a limited number of research participants in a single organisation. Thus the findings may not be generalisable to frontline employee OCB in this organisation as the present study did not investigate frontline employees in other areas such as the food and beverage department. The present study intended to drill down into the full complexity of a real organisational setting to reflect a real life experience. In this regard, the depth and insight of the context were offered to enable readers to evaluate the applicability of the data to similar cases within a bounded system (Yin, 2014).

Another weakness is that building theory from cases may be seen as narrow and distinctive (Eisenhardt, 1989). Due to the limited number of informants in a single organisation within a specific context, it was possible to meet the generalisation of theory. Thus theories generated from the present study may be more suitable for focussing on an individual and distinct phenomenon, rather than supporting a 'grand theory' which requires both theory-building and theory-testing empirical studies (Eisenhardt, 1989:547).

4.8 Reflections on a personal research journey

It is difficult to imagine how challenging and interesting a research journey can be without experiencing it in person. Initially, the researcher had the idea that PhD research looked like a process that included reviewing literature, setting hypotheses, collecting data, testing hypotheses, organising a thesis in a straightforward way. Through the stage of reviewing the literature and establishing the research theoretical framework, the researcher found that quantitative methods are used as the dominant methodological approach within the research topic and selected themes.

Before finalising the research theoretical framework, the researcher undertook one preliminary pilot study with three different hotel companies recognised as upscale hotels (one is four-star hotel and two are five- star hotels). As for the preliminary study, the research method was based on qualitative interviews (focus groups with frontline employees and one-on-one interviews with managerial frontline employees and managerial HR employees) to gain insight into OCB, managerial empowerment practices and trust in relationships from the perspective of frontline employees, as most OCB research has been carried in western world, and they were tested with quantitative approaches. First, the researcher, the researcher was curious as to how organisational culture could influence frontline employee OCB with a focus on managerial empowerment practices in different cultural contexts (i.e. Taiwan and Scotland). Second, this preliminary pilot study helped the researcher to rethink and modify the sampling selection. The preliminary pilot findings indicated that frontline employees at Front Office tend to be expected to cope with unexpected service requests/problems than those at the Catering Department. Thus the researcher decided to choose frontline employees at Front Office as the research participants.

In the preliminary study, the researcher found it very difficult to ask questions about extra-role behaviour. Perhaps this was because such behaviour appears to be seen as in-role behaviour that frontline employees perform as a result of the influence of underlying assumptions of organisational culture or management styles in their company. Thus the researcher decided to ask the participants to come up with examples that are seen as non-routine tasks. Based on this experience, the researcher modified interview questions. Then the trial interviews were carried out with the researcher's tutorial students and friends who work as frontline employees in a restaurant and a hotel in Glasgow, to see if any question was unclear or too difficult to be answered, so that the researcher could improve interview questions further before conducting the interviews for the main study.

During the interview process in the main study, the researcher first asked participants to come up with their routine work experience as an opening part of the interview after the ice-breaking introduction. Based on the examples the research participants illustrated, the researcher went on to ask questions relating to organisational themes explored in the present study. The researcher found out that participants felt at ease when they were asked to come up with their own experiences. In addition, the researcher also took the advice from one of HR managers to avoid mentioning 'empowerment' in the interview questions, though in fact the researcher did not plan to use it. This HR manager explained that this term (empowerment) might cause confusion for frontline employees because it is abstract and vague. Thus she suggested the researcher might use alternatives such 'as how to resolve problems'.

The preliminary pilot findings imply that open communication and sharing information are considered as key factors influencing frontline employee OCB as they are of help in creating a trusting environment where they feel confident and secure and therefore able to go beyond the boundaries to exercise OCB.

Gaining access for data collection was the most challenging part in the present study. The main data collection was initially intended to include two hotel companies in order to produce a comparative study. It took nearly twelve months to start the data collection with the first hotel company. Three months before the researcher received the final confirmation from the first hotel company, the researcher started to contact the second hotel located in Glasgow. It took more than ten months to wait for the final confirmation from the second hotel company. The researcher made a choice to give up what was incomplete data collection with the second hotel company. From this experience, the researcher learned that there is a strong need to establish the network for fieldwork much earlier, to allow sufficient time to gain access to the data collection as to some extent this can really depend on luck.

The fieldwork could be viewed as a rich learning experience, offering the researcher the opportunity to use English to interview informants. As the researcher is not a native English speaker, the researcher prepared a digital recorder to fully record the interviews. This was the first time the researcher wrote up transcriptions. It did take a lot of effort and time to learn how to transcribe 18 interviews. Writing up is another phase of the learning experience. The data analysis was very challenging for the researcher as there is no specific guideline on to how to analyse quanlitative data of the type collected. In practice, the process involved extended reading of the data,

thinking how to deconstruct it, develop concepts from codes to patterns and write up findings under emerging themes. However, the researcher learned that it was very important to go back to read the previous written work in the literature review chapters as this could be of help to create analytic thinking on the process of the data analysis.

The researcher found that the best way of actually learning the process of data analysis was to get on with writing and rewriting, to organise and reorganise the data into a story with details, with the assistance of previous literature. Another challenging point was that the researcher had to justify which quotes were representative, to generate an underlying framework for writing. At some point, the researcher had to go back to refine patterns. This process was like weaving a tapestry by using small segments of quotes selected from the data with guidelines (the templates). Writing the data analysis was also not a one-off task because it took a lot of time to generate patterns from codes and revise patterns under each theme. The researcher found out that literature review and research questions helped in the rechecking of identified themes, patterns and lists of codes.

Writing the discussion chapter was another challenging period for the researcher because it is hard to extrapolate and justify outcomes from a study. Taken together with the supervisor's advice, the researcher finally found the best method was to go back to the literature review chapters. Overall, the researcher learnt how important the roles of writing and rewriting are in contributing at each stage of a study. Due to lack of previous research experience, by the time the researcher approached the final

stage of writing up her PhD thesis, the researcher saw herself as just arriving at the door of learning how to carry out research.

4.9 Summary

Interpretivism is the philosophical paradigm that allows investigation of the research focus – organisational culture as a dynamic and fluid phenomenon. The interpretivist paradigm draws attention to the importance of interpretation and understanding of the research participants' perceptions and behaviour in their social world. Moreover, this paradigm underpins the research design decisions that lead to the employment of qualitative research methods focusing on process and meanings. In such studies, samples are usually rather small and purposeful because they can provide important and in-depth information. In the present study, the research focus aims to provide insights into frontline employees' perspectives on OCB in relation to key organisational themes from cultural perspective within the hospitality context. It is important to understand the views perceived by the actors (frontline employees) in a real-life context (hospitality) by getting closer to them and hearing their voices to explore the relationship between organisational culture and frontline employee OCB. Thus, the interpretivist paradigm appears to offer a suitable philosophical stance for the present study.

The present study attempts to explore the nature of OCB in service operations in relation to organisational culture. Organisational culture is seen as a complex and challenging concept, and thus the present study chose to uncover organisational culture in the context of key organisational themes in relation to frontline employee OCB. The qualitative approach was considered appropriate because a study with a

small sample is employed to generate an in-depth qualitative analysis of a unit, to see how the case fits the theoretically chosen population. Due to the role of the hospitality context within the study, the interpretivist approach is employed to investigate a wide range of dimensions of organisational culture. The fact that contextual factors both within and outside the firm have been postulated to provide possible explanations for frontline employee OCB suggests that it is incorrect to ignore context. Thus a case study is employed as a methodological strategy. Furthermore, what is found in one case study may be true of what is happening in a similar context elsewhere, allowing for theoretical, if not statistical, generalisation. By developing theory and assigning importance to the role of context, case study findings can be both informative and valid.

Within this ontological and epistemological stance, the social experience or process that the researcher is interested in exploring is frontline employee OCB within the hospitality context, with a focus on an upscale hotel company. Thus the objectives of this research are intended to give insight into the relationship between organisational culture and OCB, with a focus on managerial empowerment, organisational politics and trust. Previous research into relationships between these themes and work outcomes suggest that structured questionnaires are mostly employed as a tool. This is perhaps because organisational culture is such a broad concept. In addition, these organisational themes can still be considered as abstract and blurred concepts since there are no agreed definitions. However, it can be argued that one size does not fit all. Pragmatically speaking, a company may develop its own organisational culture that focuses on different organisational themes relating to its context. This can be seen as a social process in which operates situationally, so that it is important to

focus on situational rather than abstract questions. In this sense, qualitative interviews appear to be a suitable approach to generate in-depth data on employees' perspectives.

It is important to be aware of several limitations that can be raised when employing the case study as a research strategy with a qualitative approach. The chosen organisation is clearly identified as a successful and suitable case to explore the relationship between organisational culture and OCB within the hospitality context but the choice of a qualitative approach can lead to weaknesses which may be impossible to evaluate which themes or relationships are more important than others. Moreover, the data cannot be seen as representative of the whole sample population, because only selected frontline employees within Front Office departments participated in the present study. The researcher recognises that a key limitation of the present study is that it is based on a limited number of research participants in a single organisation. Thus, the findings cannot be more widely generalised to frontline employee OCB in this organisation as the present study did not investigate frontline employees in other areas such as the food and beverage department. Another limitation is that building theory from cases can be viewed as a narrow and distinctive theory. Due to the limited number of informants in a single organisation within a specific context, it was not possible to reach the level of generality of theory. However, the present study is intended to offer an insight into the complexity of a real organisational setting. It is anticipated that the depth and insight that the researcher provides will enable readers to evaluate the applicability of the research to similar cases within a bounded organisation. In the next chapter, the findings and analysis will be presented in relation to emerging themes.

CHAPTER FIVE FINDINGS

This chapter aims to present findings based on in-depth interviews with line employees, line managers and the HR managers. It begins with the exploration of two pillars of this study – OCB and organisational culture. Following this, it investigates the perspectives of managerial empowerment, organisational politics, and trust. Finally, it concludes with several emerging themes drawn from the findings.

5.1 Organisational citizenship behaviour

A fundamental aim of this research is to explore the relationship between organisational culture and OCB, and thus it is essential to examine how frontline employees perceive OCB. Asking frontline employees indirectly about the examples of going the extra mile helps to reveal the focus of frontline employee' OCB. Many respondents said that having attention to detail was considered as going to the extra mile with external guests:

> *There are little things which are standards but they are still a nice touch to it* (GSM1H3).

This shows that the OCB concept starts from 'small things'. One line manager stressed that '*we rather offer them something complimentary and make sure after all they had good experience and think about us*' (AFOM1H1). Considering these small things, one line employee elaborated: '*It's a set of standards, to give water to the guests when they are checking out, an offer. You offer the mineral water, a little bottle. People appreciate it… It's a standard for the hotel company and I think it is excellent… even if maybe they are not 100% happy…they appreciate that*' (D1H3).

This indicates that frontline employees are aware that their efforts are seen as a key part of making small things happen, even though these may be considered as standards. This suggests that OCB makes small things possible and small things make guests feel appreciate and special. Such a proactive manner appears to be considered as part of going the extra mile. Further, it shows that frontline employees are clear that offering service can enhance guests' positive feelings. It reflects that OCB makes service work better when frontline employees are aware that going the extra mile is concerned with the perception of delivering a service.

In relation to the perspective of offering a service, most frontline employees highlighted that 'attention to detail' is seen as important: '*Like with cars, we bring around the car, we adjust the air-conditioning for them to make sure that is either warm or cold if it is hot before they get in*'(GSM1H3). This shows that frontline employees pay attention to detail in order to add a human touch to their routine tasks. Most respondents further pointed out that it is important to pay attention to detail in a proactive manner:

> *That is something from ourselves, the doormen…we like to provide that kind of service, it is not a set of standards, nobody told us oh that you see the guy, you have to ring the car…it is part of ourselves, we would like to do that and then make them happy* (D1H3).

This indicates that frontline employees are aware of what parts of their tasks contribute to the non-tangible 'extra mile' that creates good feelings for guests. One line manager stressed that

> *Little touches like that are really going the extra mile. But, from time to time, your colleague will go above and beyond* (GSM1H3).

This indicates that attention to detail is related to the attentive manner which requires frontline employees to put extra efforts into action. These extra efforts seem to create a positive impact upon frontline employee performance.

Further, most frontline employees stated that attention to detail is used within service encounters: '*I think we are good at it and always find a solution. For example, I found the guest in another room because they need a connecting room. So, I move them*' (AFOM1H1). This shows that attention to detail helps frontline employees to read guests and initiate a search for solutions to accommodate guests' needs. Many respondents stressed that having attention to detail helps frontline employees offer a personalised service:

> *Keep timing a bit ahead for guests when booking cars for them* (D1H2).

One line employee further illustrated this by saying that '*…time keeping…in North America, it's more kind of business culture…bang, one thing after another…in Asia, it's much more mannered…In Ireland, it's much more casual…it can be a little too informal for some people…maybe perhaps a little bit surprise when they come here…*' (C1H3). This suggests that attention to detail is employed in order to offer a personalised service to guests with different cultural backgrounds. Personalised service requires frontline employees' extra energy and effort, as it can range from the standard to beyond the standard:

I mean there are so many things can happen, but I think the things like, it can be something may be as simple as sourcing…like the tickets for a special event, or like a match… it could be… something special, like making an arrangement for, like one of the gentlemen who is arranging to propose to his finance and he wanted to do it in a very specific location, very specific requirement (C1H3).

In addition, the perspective of attention to detail appears to make personalised service possible as frontline employees see personalised service as important part of their hotel product or service:

You discuss the guests are coming in on that day and those tomorrow. So, you always talk about today and tomorrow. Do they need extra bed in their room? Because they got little kids, maybe, we did not know it before. They are bringing their dog or…They got food allergy… (C1H1).

This shows that the idea of attention to detail is employed to support the delivery of a personalised service before guests arrive so that frontline employees can get prepared to exercise OCB to tailor their products or service accordingly.

Most frontline employees agree that attention to detail is seen as important when dealing with guest complaints: '*Can be a little bit sensitive to the fact that we need a bit more effort regarding guests' complaints or requests*' (C1H3). This shows that frontline employees put this idea of attention to detail into action by giving extra care to help guests recover from disappointing experiences. Attention to detail is employed to look after guests through their experience in the hotel. One line employee elaborated this:

Make everyone aware that maybe this person has the problem. That everybody knows this actual guest may be coming up to them, to be careful or to have a look for this and the special request (R1H1).

This indicates that frontline employees are able to exercise OCB because they get communications about what has happened to guests. It indicates that frontline employees can get prepared, knowing how to avoid making the same mistakes or being attentive to guests' needs or requests via communications and the sharing of information. Thus frontline employees can know how to pay extra care or attention to details relating to guests, for example, reading guests in an easier way. Attention to detail is also employed to deal with guests after they leave the hotel. One line manager illustrated an example of OCB after he paid attention to detail to figure out why guests shortened their stay:

There was a situation last weekend, where the guest came into the hotel to check in and wanted to take the public transport to the central London, but Jubilee line was closed because of the engineering work... the guests had to wait for forty-five minutes for the boat and sort of thing, to get on, so they came back to the hotel and they wanted to leave and go home, because the point was to stay here and then go into the city. So when that happened, I was off on Saturday. But the Assistant Manager who was working decided to charge them the day rate. They were charged for some part of the accommodation. But...when I came in on Sunday, I felt it is not really fair to charge (FOM1H2).

This shows that, to some extent, OCB may be very subjective as there appears to be a difference in the attitudes of frontline employees. The data indicate that to go the extra mile frontline employees need to have the authority/power/resources so that they are able to engage in OCB. This line manager moved on to explain that he discovered some mistakes that could be avoided if their concierge employee had been sufficiently informed about changes of transportation:

The other problem, there was, because two of the concierge team had directed them to the underground...not realising or thinking that the stations were closed, they went to all the way...they were quite upset about that. So, I called them on Sunday and said that, I told them that I am going to remove the charge for you because I do not think it is fair to charge for three hours and most of time they were trying to get any possible transport. They did not stay overnight. They did not make any complaint. They were fine with the charge. But, I just feel myself. If I was in the similar situation, I will not want to be charged by the hotel...because the hotel made a mistake by telling them to direct them to the wrong place (FOM1H2).

This shows that attention to detail is used to look after guests even after their post-purchasing experience so that OCB can be applied to guests even after they leave without having complaints. In addition, the data appear to indicate that line employee and line managers may get involved in exercising OCB differently, especially when dealing with monetary issues with guests. It is clear that levels of authority are related to job positions:

Let us say if we have guest complaint, little problem, as line employee you do not have lots of power, you can do little decisions, like, taking off the bill, little amounts, but really just little ones (R1H1).

As indicated, line employees are expected and encouraged to take their ownership to make decisions. This implies that, to some extent, line employees are given a certain level of empowerment so that they may have to be engaged in exercising OCB in order to meet guest expectations or requests. Line managers pointed out that they could feel free to exercise empowered behaviour as long as they can justify the reasons why they are going the extra mile:

There is no set limitation, really. I mean everything we give away, we have to justify (GSM1H3).

In short, this shows frontline employees are given the power/resources to exercise OCB. Further, it implies frontline employees are encouraged to exercise to make decisions independently because they know that they have freedom of choices.

Most frontline employees stated that they feel motivated to exercise OCB when they are clear about what to do and know what is happening in the workplace: '*The more you know about different things, the better you feel as well. Because you know, you do not feel lost. You feel like, you know what is going on, what is happening, that makes you be able to achieve more*' (FOM1H2). This appears that communication and the sharing of information make employees feel positive. Frontline employees may come up with solutions that make them know how to justify how far they can go for the extra-mile with external guests:

If you know that the hotel is not performing as well as it should, you know it is okay, you should think what can I do reasonably, that is not going to affect the performance, but still make the guest happy (FOM1H2).

This indicates that the sharing of information is used to help frontline employees have some ideas about making their own justifications when going the extra mile with compensations for the external guests. This suggests that frontline employees are likely motivated to exercise OCB when they work in an informative environment.

Apart from going the extra mile with external guests, the data appear to show that going to the extra mile is also applied to internal guests (employees). Most frontline employees are aware that it is important to help colleagues:

You need a bit…put yourself to look the things…what is going on around and then share it with your colleagues. Maybe I did not know it. My colleague knew it. So you talked about it. You share the knowledge (D1H2).

This indicates that frontline employees have the awareness of going the extra mile for their fellow colleagues in order to make things better. Many line employees pointed out that it can be challenging to offer personalised service when they get busy: '*Taking into account a human element because personalised service can be challenging when guests come to you in one time*' (C1H3). This shows that it is essential to have a helping hand in order to offer personalised service or provide prompt service. One line employee elaborated this:

When I am very busy outside…like a hundred people coming…or two hundred cars coming. I cannot control it. So…what I need to do my job, pick

up the phone, I have a phone outside, pick up the phone and dial zero. So…switchboard will tell me yes, how can I help you? (D1H2).

This shows that OCB is employed between frontline employees to create teamwork to assist each other in accomplishing tasks. One line employee added: '*The concierge works closely with the doorman*' (C1H3). This suggests that it is important to go the extra mile in order to make teamwork possible. Moreover, several line employees expressed that their fellow colleagues tend to go the extra mile for each other: '*...basically I (doorman) asked for the car keys because the car is gonna to be unattended in that situation. Simply, he (a taxi driver) just said you will not get it… My colleague also tried to help me. He explained the situation...We are not going to do anything to your car...we tried to be nice but he did not want to listen to him*' (D2H2). This shows that attention to detail is employed to the interactions between frontline employees in order to go the extra mile for colleagues.

In addition to helping behaviour between line employees, the data indicate that helping behaviour is employed in the interactions between line managers and their employee. Most line managers stated that it is important to go the extra mile for their employee:

> *I know if we got a group of twenty people coming in…I am going to go over to Front Office to help them…because they (line employee) are going to be busy in the Front Office and I am going to come back to help my employees send the luggage…It is all about the details, make sure the luggage goes to the right room, store the luggage in the right place, make sure the taxi is here on time* (GSM1H3).

This highlights that going the extra mile between line managers and their employee is employed to ensure that the process of service delivery can go smoothly. Further, going the extra mile is employed to create a positive work relationship between frontline employees:

> *They have to believe you are on their side, you are there to help them…it is about little things every day…taking care of the holiday requests when they ask you, looking after them when they have requests on their schedule as much as you can. If they have personal issues that they need you there, just to be there to talk about it and offer them support, try and help them out, to make their life easier as well as their work* (GSM1H3).

This suggests that line managers are aware that it is important to go the extra mile for their employee by talking to them, giving help, supporting them at work. Psychologically, it seems to indicate that it is of importance to look after line employees' emotions as their work motivation and performance appear to be related to their emotional state. One line manager highlighted this by saying:

> *Get a bit emotional connection with the line employee in order to help them see the happening from different perspective* (AFOM1H3).

This indicates that line managers are aware that it is important to look after their employees' emotions when employee OCB is a desirable behaviour. Most of time line employees have the first contact with guests rather than line managers:

> *I really go the extra mile through my employees because my face-to-face interactions with the guests have dropped considerably* (GSM1H3).

This makes it clear that line managers acknowledge that it is important to encourage line employees to exercise OCB as their attitude and behaviour appears to have an impact upon service interaction with guests in the first place. Additionally, the data show that line managers' trust plays a key in encouraging line employee to go the extra mile:

> *I have to let it go because I cannot be there for twenty-four hours a day to make sure, so you have to trust they can do a good job and that they take care of things while you are away* (GSM1H3).

In a similar vein, one HR manager elaborated this by saying that '*I think they (line managers) have to (trust) because managers cannot be there watching employees everyday all day, and managers have to trust their employees to be able to do their job and to be able to make right decisions*' (HRD2H3). This suggests that line managers have trust in their line employee so that line employee OCB is likely be encouraged. It suggests that trust is seen as a primary thing between frontline employees when frontline employee OCB is considered as a critical behaviour impacting upon guest experience and work relations.

Most line managers said that they tend to support their employees' decisions: '*I will always support, if their decision has been made …They are clear with what can be done, but it all depends on the reaction of the guests*' (FOM1H2). This supporting attitude can be seen as a form of going the extra mile. Having a supportive attitude appears to suggest that line employee OCB is encouraged and expected. In line with a line managers' perspective, line employees said that having their managers'

support means that their decisions are recognised, which reflects that they are reliable and their efforts are acknowledged:

> *I think it also means people can trust you more. They know your decisions you make. They will not question you as much because they recognise you understand how the company works* (C2H1).

This shows that line employees are trusted and respected so that they feel motivated to make decisions independently. Overall, most line employees expressed that line managers play a role in impacting upon their OCB:

> *There is always help there when you need it. And if you need assistance with anything, back up, or help with anything, knowledge, anything at all really. It is nice to have someone to talk to and to help you when you need it basically because you also have time to go the extra mile* (C1H1).

This indicates that line managers' extra care and efforts are required to have a positive impact upon line employee OCB. It appears that there is a quality relationship between line employees and their managers.

The data show that the concept of OCB is applied to external and internal guests in this company. In relation to the concept of OCB, one HR manager elaborated:

> *The extra mile we do things here that would be the extra mile that other hotels don't do, okay, so there are certain things that we do and it would be standard for us but the guests might think we are going the extra mile…but the non-tangible extra mile, that is where we need to try and understand our*

> *guests and our employees so we try to build relationships with them so we understand what they want and what they need* (HRM1H3).

This stresses that the non-tangible extra mile is appreciated and supported within this company. Moreover, some employees pointed out that small things related to the company were highlighted so that they could have kept these small things in mind and put them into action: '*Not ordered enough stationery because we are trying to meet the budget or we need to try not to spend too much on this*' (C2H1). This shows that the sharing of information is used to make employees aware of how the company deals with the economic recession. It appears to encourage employees to engage in OCB – such as saving the energy/resource for the company.

To summarise, the data suggest that OCB is encouraged and expected to be applicable with respect to both external and internal (employee) guests. Attention to detail reflects on frontline employee OCB and makes personalised service possible. To achieve the required standards, frontline employees say that attention to detail is required to provide a personalised service. This implies that frontline employee OCB is motivated to add a human touch to the hotel product or service. In service encounters, OCB is usually concerned with small things that can go beyond the standards. Further, the data appear to show that OCB can be subjective between frontline employees and it may be related to levels of authority and access to resources and the sharing of information. This appears to suggest that an open and secure environment may be of importance in encouraging employee OCB. Moreover, the data show that OCB is applied within frontline employees' interactions. This highlights that line manager attitudes and behaviours play a role impacting upon line

employee OCB. It seems to imply that the quality relationship between line employees and their managers may have an impact upon employee OCB. Overall, the focus of OCB appears to be an attention to detail that pushes frontline employees to proactively engage in OCB. In short, the data suggest that OCB is seen as the non-tangible extra-mile that requires frontline employees' extra care and efforts with a proactive manner, to accomplish small things that can be beneficial to external and internal guests as well as the company.

5.2 Organisational culture

Following the perspectives of frontline employee OCB in Section 5.1, this section will investigate how OCB is related to organisational culture within this company. From a cultural perspective, the data appear to reveal two aspects: the company motto and service are both related to OCB.

The motto –treat the way you want to be treated

One common motto is treat the way that you want to be treated: '*There is always a saying treat others as the way you want to be treated...we have that motto in this hotel company*' (R1H3). This appears that this perspective is used as an underlying assumption reflecting how people treat each other within this company. '*Going the extra mile*' *appears to be considered as a reflection of this motto:* '*Putting ourselves in the guests' shoes very important in order to resolve their frustration and problems*' (AFOM1H2). This suggests that this motto is used to create the concept of going the extra mile. One line manager added: '*It is the culture of the company to go the extra mile and to wire the guests. Basically, it is a whole new perspective on the guest experience*' (FOM1H1). This reveals that this motto is used to serve as a guide

to look after guests. It appears that this motto may be related to OCB within this company. Along with the data presented in Section 5.1, it appears to imply that the way employee OCB is fostered and developed is related to organisational themes (i.e. managerial empowerment, organisational politics, and trust), as will be mapped out in Section 5.3, 5.4, and 5.5.

Service culture

Most frontline employees pointed out that they are aware that service is the focus of their company: '*The thing makes our hotel different to every other hotel is service*' (C2H1). Another line employee illustrated one example by saying: '*It is a set of standards to give water to the guests when they are checking out, an offer, you offer the mineral water, a little bottle, people appreciate it*' (D1H3). This respondent stated that this action was considered as service: '*Now the new standard is to offer water…when you offer water…it's like a cherry on the top, and people really love that…It's a standard for our hotel and I think it's excellent…even if maybe they are not 100% happy…then you give that for free…they appreciate that*'. This shows that employees are aware that service is about small things that can be achieved to make a guest feel good. The same respondent further explained the extent of service:

> *That is something from ourselves, the doormen…we like to…to provide that kind of service. It is not a set standard. Nobody told us, oh, that when you see the guy, you have to ring the car…it is part of ourselves. We would like to do that and then make them happy* (D1H3).

This shows that the concept of service helps to motivate frontline employees to take the initiative in spotting guests' needs before they actually make requests. In addition, frontline employees understand that their behaviour plays a key role impacting upon guest experience:

> *The employee make it exceptional one and that is why we come here…That is nice to know even if the hotel is not 100% perfect. The employees make it… make the difference for them (guests) want to come back again* (C1H2).

This suggests that employees who are valued as important within this company know that their behaviour is critical to create guest experiences. One HR manager elaborated: '*We reinforce it in the orientation, that, it is them, make difference with the guests, so they have huge effect, can have a huge impact on our guests' experience*' (HRM1H3). Thus the data reflect that there is a link between people (employees) and service.

Several respondents pointed out that the company recruit attitude: 'We recruit people with attitude…one of questions is in our interview programme is…how to deal with angry guests or what would you do?' (HRM1H3). This shows that employees' ability and competence when facing difficult guests are taken into consideration. It also implies that employees are expected to go the extra mile to deal with on-the-spot problems. One line manager explained:

> *People skill, that is the most important part, the biggest part you need for your job…the technical skill is something you can learn* (FOM1H2).

This indicates that the company looks for people who have basic soft skills that would help them to fit into the company culture where soft skills are seen as important. It also implies that the company is willing to train employees' technical skills. The same respondent elaborated this by saying that '*the interview processes are very behavioural-based ... what their thoughts are processed when they are dealing with the situations. The interview processes are very behavioural-based*' (FOM1H2). This indicates that employees' attitude is taken into consideration during the process of recruitment. One HR manager explained this:

> *The company, its motto really, is to recruit attitude, and to train for skills, it's the attitude and the culture, we think that fits the culture in the organisation and that's important. So, that's why we look for it (attitude) specifically. The skills is the lesser...it's not so important because we can train anybody to do anything if they want to learn and if they are willing to learn* (HRM1H3).

This suggests that attitude is seen as reflection of the company culture. It also shows that this company perceives that it is essential to train their employees in order to reflect service culture on guest experience. The same respondent highlighted the importance of the recruitment process by saying that '*we want them to be able to resolve the customer's problem...we want them to feel empowered and be empowered so we look for those skills at the recruitment stage*' (HRM1H3). This suggests that employee empowerment is seen as an essential part of people skills so that this company begins to look for this from potential employees at the recruitment stage. It implies that managerial empowerment is embedded into service culture

within this company so that employees are expected to take empowered action at work. One line employee elaborated:

> *They do behavioural screening when we hire people…they try to hire people who have a stronger sense of responsibility, a stronger sense of maturity, and things like this, and dealing with problems* (C1H1).

This indicates that the employees this company looks for are those who are attentive, competent, responsive and responsible –characteristics of employees who can be empowered.

The data indicate that training is provided to every employee within the company: '*We put everybody through the same training, we do not differentiate, and say you are from line unit, you need one type of training, you are back of house unit, you need another type of training*' (HRM2H2). This shows that training is employed to ensure consistency of service within this company. One line employee added that '*any training would open to me. I mean the training I have is the training that you need or you have to as an employee*' (C2H1). This suggests that the company aims to provide employees with the knowledge or tools they need at work. It appears to indicate that the company is concerned with investing in people through training. The same respondent explained the importance of training:

> *Our guests have very high expectations. They have certain standards. Right across the borders of the company, every hotel in this company…the employee are trained in the same way, they know what to expect from the guests… they (guests) will get the same treatment if they stay in England or you know in this hotel* (C2H1).

This suggests that training is related to employee behaviour that has an impact upon guest experience. It may support a link between training, service, and employee behaviour. One line employee illustrated this:

Training provides me what kind of word I will be using, the knowledge I am using with that guest and the movement of the guest is telling me how he is…he is upset or he is normal…I mean training helps me to face or deal with different kinds of customers (D1H2).

This shows that employees are trained to read guests with responsive manners and behave accordingly in service interactions. It suggests that training related to service culture is used to create the awareness of paying attention to small things in guest experiences. Another line employee elaborated:

I have been trained for that and I know what a good decision is. I mean there are always exceptions…while you take decisions… (R1H2).

This appears that managerial empowerment is blended into training to help frontline employees get to 'know how' to make decisions on the spot. It suggests that training plays a part influencing the association between service and OCB.

This section maps out how OCB is recognised as part of organisational culture. The company motto (treat the way that you want to be treated) appears to be employed as the core of service culture embedded in organisational culture of this company. It suggests that service culture plays a role shaping frontline employee OCB. The data show that people are valued as key to making the difference in standards of service. Further, the data highlight that the company pays attention to recruiting people with

attitude, as it is regarded as the basic quality of potential employees who can feel empowered and are willing to be empowered. Moreover, the data suggest that training is considered as a key factor facilitating empowered behaviour. Thus it indicates that OCB is recognised as part of organisational culture within this company. The next section discusses the relationship between managerial empowerment and OCB.

5.3 Managerial empowerment

In this section, the data reveal that three aspects of managerial empowerment, structure, discretion to access resources, and training appear to be related to OCB.

5.3.1 Structure

Looking into the data regarding structure reveals that all respondents said that the Front Office is a multi-level department. The majority mentioned that a clear structure is important in the workplace. The data also show that line employees view communication as a frequent and important factor:

> *It is quite easy to communicate… to know work every day, throughout the day, and with this structure…the most of important thing is through the communication between all of the employees working each day* (R1H1).

This suggests that employees think that communication works well within the company structure. Further, much evidence indicates that the clear structure helps line employees to be clear about who they can communicate efficiently and effectively with, especially when they come across some unresolved problems: '*If you can resolve a problem, just easy with moving for the guest, you could just do it yourself. However, for all the larger problems, you always need to involve the*

managers' (R1H1). The data show that line employees are motivated to speak to their line managers. It is clear that managers play a critical role if frontline employees are to develop their confidence and competence to go the extra mile:

> *I always know that I have somebody in my background…who can cover me, who I can trust, just in case the guest goes crazy or whatever. I know I can always speak to them (managers) and they will help me…somebody caring is about you, looking after you and you can trust them and go to them* (R1H1).

This indicates that having a supportive and understanding manager around makes line employees feel motivated to take the initiative to talk about issues or ask for help, because they know that their managers are willing to listen to them and help them to find the solutions. One line employee gave an example:

> *One gentleman came in, to using our facility, he was spending some money in the restaurant, but he is not staying in the hotel…we normally offer them swimming pool…but that gentleman come in and I never saw him before. He said hey how are you? … I want to go to the swimming pool to use the facility? I said sure, but are you staying in the hotel, Sir? He said no, I am not staying in the hotel but I am coming to spend some money in the restaurant and the bar…I understand this guest is quite demanding. I stepped back to do what he was telling me, parked his car… then I took him to the concierge. He started to complain about me…My head of the concierge saw this…came and checked up what was going on…it was kind of abusing... Our head of the department called the Director of Rooms…She talked to the guest* (D1H2).

This suggests that line employees are motivated to exercise OCB when they understand the importance of bending the rules at some point. Also, it shows that managers' attitudes and ways of dealing with things, to some extent, have an impact upon line employee OCB. Further, the data indicate that line managers' initiative assistance makes line employee see them as colleagues. This makes them feel like working as a team within the structure:

They help us to bring cars… we park cars and sometimes we need to park downstairs anywhere, in a way, they all walk down one step, they are all like us sometimes when it is necessary (D1H3).

Several line employees highlighted that they appreciated that their managers always step forward to help them out once they were spotted to be struggling with work, particularly their tasks. One line employee stressed that

I feel great, I mean with them, I must say it is good…because other managers used to, just complain, just look at you and stand up…at the corner see how you work, and the see you are struggling with cars…they do nothing, they just look and criticise…I do not like that attitude, but, so far, these two guys are fine, they are very helpful (D1H3).

Line managers do not mind doing basic tasks when taking the initiative to help line employees. This makes line employees feel positive because they do not get treated in a bureaucratic way within a structured department. It shows that line manager's attitude and helping behaviour make communications easy within the multi-layered department.

Similarly, line managers agree that it is important to make communications easy for their line employees because they aware that line employees may need assistance from them: '*When I see it is a busy day, I try to cover everybody… they do need a little extra guidance sometimes… They know I am there or… I always made it really care. My phone is always on. It is always by my bed. So, any question, any time, call me. Rather that they are not sure and worried…*' (FOM1H1). One line manager explained how line level tasks were linked with the company culture in which the attention was drawn to details such as the guests' waiting time:

> It is totally different standard between 4 or 5 star. I think that the standard we have or say the structure we have in place does allow us to give very good service and I am for and back in so many different areas, if they are very busy, I can help out. The structure certainly would not work in a 4 star hotel. I do not think the structure of 4 star hotel can work overly here. Purely, because the expectation with what our guests are paying, they will never expect to wait at any stage (AFOM1H3).

This suggests that to make the guest experience satisfying, a goal for this hotel company, paying attention to detail is essential. Frontline employees are motivated to search for solutions or ask for help when they have problems with their tasks. According to Sherman (2007), organisational culture is employed to clarify expectations regarding employee work attitude and behaviour in the 5star hotel company. Further, the data indicate that frontline employees are not only required to be able to work independently within the structure, but they are also encouraged to be dedicated to teamwork by going the extra mile by helping colleagues (e.g. line

managers let line employees know that they can reach them even when their managers are on their off days). It appears to reflect that the company philosophy – treat the way that you want to be treated (discussed in section 5.2) is applied between frontline employees. The data suggest that communications within the structure is essential for frontline employees so that they are motivated to fix on-the-spot problems in a proactive manner. In short, easy communications with the structure, to some extent, are likely have a positive impact upon frontline employee behaviour in relation to problem solving.

The data show that, except with respect to the General Manager, different levels of employees are all involved in hotel operations: '*With all those layers above are very involved in the process and the going-on in the hotel, except maybe the General Manager who would be a little bit less involved in the operations, but from the hotel manager down, they would all involve in the hotel operations*' (GSM1H3). The data show that teamwork is valued within the team, the department, and the Division: '*It is very much overlapping and interlinked but we would all report to the Assistant Director of Rooms*' (AFOM1H1). This indicates that the structure of organisation chart is clear with levels and they have much contact. Line managers find it easy to have communications with their employees, their peer colleagues or management.

Similar to the line employee's perspectives, line managers feel that it is easy to discuss things with management: '*It is very relax atmosphere and I call the Assistant Director of Rooms his name. It is very open and honest discussion. It is more like a team. It is more like craftsmanship. It is more like colleagues*' (FOM1H1). This shows that management are quite approachable when line managers want to discuss

things with them. It suggests that management seems to be in favour of treating their line managers as fellow colleagues. The data show that it is a hierarchical structure but management employees make communications as easy as it is possible: '*Even if it is out of hours, I can call my boss at home or whatever and speak to somebody to get help*' (FOM1H1). Perhaps the way management get on with line managers has an influence on line managers' behaviour. Line managers are motivated to be engaged in exercising OCB such as making communications easy for their line employees.

According to the HR manager, having easy communications is important within the structure: '*Information has to travel down but sometimes it reaches its blockage*' (HRM2H2). This shows that the company has tried to adjust the structure to become flatter. A flat structure appears to make communications easy:

> *We have one department head who overviews those three areas (Reception, Concierge, and Housekeeping, in Concierge, we have two Assistant Directors that oversee the department...In the Reception itself, we have a team, the Assistant Managers cover the shifts both during the day and the night and they report directly into Front Office Manager...our structure is relatively flat, compare with some of other organisations...We try to keep it relatively flat because that helps communication* (HRM2H2)

However, it is noted that the structure in concierge is slightly different from what it is in reception: '*In concierge, it is a bit different, we have a team concierge who around the desk and then we have a team luggage porters and doormen. So, the concierge act as supervisors...we may not have the Assistant Manager coverage twenty-four hours a day...The concierge may also play the supervisory role as well*' (HRM2H2).

One concierge employee explained that the reason why doormen and porters are allocated to this team is because they usually are seen as the first contact of the hotel. Much evidence shows that concierge employees play a supervisory role with the team though they do not carry such a title. The data show that concierge employees, doormen and porters are allocated within the team of concierge and the Guest Service Manager oversees this team: '*The concierge is slightly different because traditionally within the group, concierge has always been the supervisory level, so they are not line employees, they are not managers, either. It is kind of, under the umbrella of guest service, in our hotel, it has been Guest Service Manager is, if you like, the person to whom the concierge reports to*' (C1H3). This suggests that the concierge employees appear to act as a role in a grey area that lies between line and managerial level within the team.

Moreover, the data show that concierge employees, doormen and porters work very closely and they tend to share the tasks because the Guest Service Manager has put some effort into motivating them to work as a team. This implies that the company expects the Guest Service Manager to share some responsibilities and power and authority with the concierge employees so that they are expected to play a supervisory role. The idea of teamwork appears to be promoted by the Guest Service Manager. The data suggest that the concierge employees are comfortable with this structure. This appears that the concierge employees are given more responsibilities and power/authority to be in charge of the team during the absence of the Assistant Manager. One concierge employee explained:

The Guest Service Manager typically in most other properties would deal exclusively with the doormen and the porters because they obviously would be the first guest contact occur at the door of the hotel...But in our hotel it is almost like a share, he would have some input and we (concierge) would obviously. Because we work very closely with the doormen and porters (C1H3).

In summary, the data suggest that a clear and flat structure can be related to OCB. The Front Office department is seen as a multi-level structure. These layers are line employees (several receptionists), managerial employees (Assistant Front Office Managers and one Front Office Manager, and management (Assistant Director of Rooms) in the reception team. In the concierge team, there are line employees (doormen and porters, the concierge employees (sometimes play the supervisory role), and managerial employees (Guest Service Manager or Concierge Manager). The structure makes frontline employees clear with whom they can discuss or report issues when they need to seek advice or guidance. Within the structure, having helpful and supportive line managers and management seems to encourage frontline employees to raise problems with them. Line managers and management also tend to make their subordinates aware that it is easy to speak to them (even outside work hours). This appears to motivate frontline employees to make sure they provide as satisfying a guest experience as possible, as they can always check with their managers/management if they have any worry about making decisions. It seems to imply that going the extra mile is encouraged. Further, line managers' initiative assistance creates a sense of teamwork within the department. This creates a sense of friendliness within the hierarchical structure that makes frontline employees feel

comfortable in talking to their managers/management. In addition, the flatter structure employed within the concierge team makes communication straightforward. Making communication easy within the structure encourages frontline employees to take the initiative to deal with on-the-spot problems in a proactive manner. This suggests a link between easy communications within the structure and frontline employee OCB.

5.3.2 Discretion to act

Many respondents pointed out that, to some extent, they are given discretion to solve problems because guest complaints are seen as an important issue: '*We have as much power as it takes to keep guests happy so we can make decisions like that on our own…because that is quite a lot of our jobs, is you have to be able to make decisions quickly sometimes and resolve the situations that could rise or have a reason already*' (C1H1). This shows that frontline employees have a certain level of power/authority because they often get involved in decision-making. Frontline employees are encouraged by being given the discretion to make decisions rather than do nothing.

Further, the data also suggest that the power/authority comes with the characteristics of the position in this company, instead of the title within the structure. In the previous section it was noted that several respondents mentioned that the concierge employees sometimes play a supervisory role. This shows that they are given discretion to act without having a managerial title and seems to imply that such discretion plays a critical role in making frontline employee OCB possible when dealing with guest complaints, rather than the titles. This suggests that the discretion

to act is likely to be passed on in an informal way through communications: '*That is important we tell them what they can do as well and how far they can compensate the guests and what decisions they can make*' (FOM1H2). In addition, the data suggest that it is critical to give the discretion to act together with line managers' support to encourage line employees to put it into practice:

> *To whatever, they feel it is appropriate… They (receptionists) do not always make use of it because they are scared that they make the wrong decision…we are always back them up* (FOM1H2)

Apart from doormen, most respondents said that, to some degree, they have a certain level of the power/authority to make decisions: '*We have a lot of autonomous power, I mean in a lot of other departments in the hotel before you would make a decision, you would have to consult your manager or your immediate supervisor. We do not really have that constraint on us*' (C1H3). This appears to show that frontline employees are aware that discretion to act is given to assist them making decisions to be responsive to guest complaints or requests and seems to imply that such discretion is seen as key to create the awareness of looking for solutions as a priority, instead of telling guests 'no' in the first place. Thus it appears that the discretion to act can be used to foster and develop frontline employee OCB, such as taking the initiative to look for solutions.

Much evidence shows that frontline employees are aware that their hotel company is all about giving guests the best possible experience they can have (see Sections 5.1 and 5.2). Frontline employees are expected to go the extra mile, for example by making decisions to fulfil guests' expectations: '*For example, with taking off the*

room charge for that guest…I did not need to speak that to my boss…I could just make the decision, and it would not be a problem' (FOM1H2). When going the extra mile, frontline employees often have to be involved in decision-making that implies that they have freedom of choices. This suggests that giving discretion to act is linked with OCB. One line employee gave an example:

> *When a gentleman was coming again and it was involved a marriage proposal…He sent a ring, an engagement ring to the hotel here, no company here would take the ring by courier to the West of Ireland, this hotel…because that is too valuable…we made the decision, one of us would drive to the location and bring it personally, and deliver it personally* (C1H3).

Most respondents pointed out that they were given discretion to choose things that they want to do with guests as long as it made sense: '*If I would go the extra mile for the guests, it would be because I know it is okay to do that. I will not do something that takes me out of these boundaries*' (C2H1). This shows that line employees trust that they would get support from their managers as they understand that it is important to make good use of the delegated discretion. One line manager stressed this by saying, '*I will always support, if their decision has been made*' (FOM1H2). This suggests that line managers understand that it is important to support their employee when they are given discretion to exercise OCB.

The data indicate that line managers agree that they are given discretion to act by their management: '*I am kind of, being given empowerment to make decisions if there is no manager around and also help the line employee to make decisions*'

(AFOM1H1). This suggests that line managers play a critical role impacting upon line employee's discretionary behaviour because they seem to be given the power/authority to assist line employees in making decisions or support them to go one step forward. This appears that line managers' power/authority is related to line employees' intentions of exercising OCB. Further, it indicates that line managers are given the discretion to act from the top. One line manager added, '*I would think pretty much absolute in the absence of the Hotel Manager and the General Manager, my card will be called on this*' (ASFOM1H3). This appears to show that the discretion to act is given from the top to line managers. In addition, the data indicate that it is critical to have management support when the discretion to act is passed down to line managers from the top: '*My manager would not always agree to my all decisions but they would support it at that time*' (ASFOM1H3). In this sense, likely line managers are comfortable to engage in exercising OCB. They may feel comfortable and motivated to give support to their line employees as they are given the discretion to act and support to organise their team. One HR manager elaborated:

> *It all starts from top really so the Director of Rooms Division would empower or support the department managers to know their zone of empowerment...their comfortable zone of...ability to decide or ability to choose to solve problems...It is mainly in the managers' hands again and then to decide how they are going to structure their teams and their department* (HRM1H1).

This indicates that line managers are given discretion to act in relation to managing and organising their teams. One line manager elaborated: '*Pretty much I can do*

within a reason. Basically try to find out what they want Just try to find out what is wrong…as long as there is a reason…Pretty much I can do what I need to turn the situation around' (FOM1H1). This indicates that line managers are given considerable freedom of choices relating to OCB. Another line manager added: '*I would think pretty much absolute in the absence of the hotel manager and the General Manager. My card will be called on this'* (AFOM1H3). This suggests that line managers are aware that they can go the extra mile as long as they think that they have to do so to satisfy a guest.

Another question is the extent to which line managers can access resources to exercise OCB. The data appear to suggest that the power of having access to financial resource comes from the top. One line manager mentioned that he would let his employees know that he did have access to financial resource, to encourage them to exercise OCB. This indicates that, to some extent, line employees may have higher levels of the authority in relation to financial resource but it comes from the top (their managers):

> *I have 4,000 Euros in the drawer that I do not put a key in so all three people have access to that. It is not technically the right way according to our security procedure but I know they would need changes at various stages…* (AFOM1H3)

This indicates that, to some extent, access to resources plays a role in facilitating frontline employee behaviour when they are given discretion to act. When financial resources are involved, constraints seem to be due to rules relating to the employee's position. The data indicate that line managers have higher levels of financial

authority. The data show that access to financial resource is related to empowered behaviour but there is considerable gap between line employees and line managers. Line managers have much higher levels of authority in having access to financial resources:

> *I have certainly come to off you know 1,000 Euros…if they have spent you know considerate amount, I would certainly target to waive off that amount or then I said I would be backup their stay. Last weekend I would come to off, just to move one person for 570 Euros just because there was a lot of noise disturbance…Twenty minutes ago I have to give a lady 800 Euros because she lost her gift card and there was a dispute on this* (AFOM1H3)

One line employee stressed that it may help them (line employees) to resolve problems easily if they can be allowed to have higher levels of financial authority to exercise OCB:

> *Let us say £10. That is the rule. Sometimes, it is just £11.50 or £13 and I have to check this little amount if I am allowed to take it off...this is the thing I think we should have the power to resolve ourselves. Because sometimes we know the guest already… it will make it so much easier if I just say okay, it is fine* (R1H1).

Even though access to resources may bring different levels of discretion to act, both line employees and managers recognise the discretion to act as a tool motivating them to exercise OCB. However, one line manager pointed out that:

I am happy with the level of the authority I have, you always want more, but with more come, with more responsibility (GSM1H3).

This indicates that the more power is given; the more responsibilities have to be assumed. Additionally, there appears to be a need to draw a line when going the extra mile with the discretion to act, as one line employee illustrated:

There was a guest who was injured on the property. He was riding a horse and fell off...we have a very clear in our employee manual says you do not get involved with the guests...on the general level, you would not have the relationship with them...You keep the boundary. So, this guest was injured and one of our team went out to the guest and escorted him to the hospital, which was lovely...then the guest became very needy and wanted him to do all these things for him...the team member gave him his mobile number. So, the guest now is calling him all the time... (C2H1).

This shows that being given discretion to act is a positive motivator encouraging frontline employees to exercise OCB but it can be a challenging issue in relation to the boundary. This respondent elaborated: '*I think when you are go above or beyond, you need to draw a line... there is a need and place for you to stop...Extra bit is great, up to a point, but you have to say no more*' (C2H1). This suggests that the hotel company has to be aware that it is important to help their employee to learn how to establish a boundary with demanding guests when they are encouraged to go the extra mile.

To summarise, the data indicate that having discretion to act plays a key role in facilitating frontline employee OCB. Having a certain level of power/authority

encourages frontline employees to take initiatives to find out what is going on when they spot something wrong with guests, or look for solutions when guest complaints come up. Further, the data show that the power/authority is passed down to Front Line from the top within the structure. The evidence also reveals that line managers/management play a critical role impacting, to some extent, on the way in which line employee/line managers are encouraged to take discretion to exercise OCB. Overall, the data show an association between having discretion to act and frontline employee OCB.

5.3.3 Training

Much of the interview evidence reveals that every frontline employee has to take training in order to understand the standards of the company: '*There is a lot of training in the beginning when you first get hired with the company*' (FOM1H2). One HR manager said, '*in our hotel induction programme, every employee joins the company no matter which property in the world will need to do the induction programme which consists of seven elements and one element is all about problem resolution and personal service*' (HRM1H1). This suggests that the company expects that each employee needs to get prepared with confidence and competence, resolving problems and offering a personal service. Both concepts (resolving problems and personal service) can be related to empowerment training because employees are trained to know how to bend rules when dealing with problems or tailoring personalised service. Thus empowerment is likely to be blended into training programmes that are used to encourage employees to engage in OCB (e.g. resolving problems or delivering a personalised service).

Most respondents pointed that the induction programme covers the company culture standards and its core standards: '*Standards, obviously, our company, we have, we call co-standards and culture standards*' (HRM2H2). Culture standards is all about '*how you treat each other and how we conduct our business, so things like smiling, having eye contact, recognising the guests and all the employees by names, being informed, showing your care for the guests, exceeding the guests' expectations…*'(HRM2H2). This shows that company culture standards attempt to give an understanding of personal service and, regarding the concept of exceeding guests' expectations, it also indicates that going to the extra mile is encouraged but seems to be abstract.

The core standards are '*all about the way we do in the department…we answer the phone by the fourth ring…your luggage in your room within fifteen minutes arrival. So, those specific standards we are kind have them in place and make sure we deliver good service to the guests*' (HRM2H2). This indicates that the core standards are related to technical skills for employees. It shows that paying attention to detail is required when doing tasks. Perhaps anything beyond the core standards is seen as going to the extra mile in this company because it appears to be part of organisational culture. One HR manager highlighted this:

> *It is called our hotel's welcome which is all about the very first day in the hotel… company philosophy…within our culture, and the last one is the guest experience which is all about how to create that special moment for our guests, to go the extra mile* (HRM1H1)

Most frontline employees perceived that the induction programme provided lots of information: '*The training programmes make me aware of many things, maybe you did not realise before*' (D1H3). But the data show that training is employed to make sure frontline employee work behaviour is in accordance with the company culture standards and the core standards even though they are experienced employees in the industry: '*We have a couple of new starters in the restaurant, very experienced waiters and the development coach. The trainer trained them how to serve water…*' (HRM1H1). This seems to demotivate experienced employees. As one HR manager put it '*… because they have been in the industry for quite some time. There is no big difference between our hotel and other five star hotel of serving water…*' (HRM1H1). This indicates that the company sees the basic tasks as important part of the process of service delivery. But frontline employees may lose interest in learning if they are trained to do things routinely:

> *When I spoke to them, they said do you know we [frontline employees feel a bit like children learning how to do things so we had to address this with the developing coach…* (HRM1H1)

Thus the HR managers pointed out that it is important to pay attention to employees' learning motivation in order to understand how they can assist employees to learn what they need. It helps the HR managers to adjust and improve training to make employees feel motivated in the process of learning. This appears that the HR managers still supervises the learning process of employees even though the training for technical skills takes place within each department. This indicates that employees are encouraged to share opinions relating to that how training can be tailored to suit

their needs and wants on the learning contents. The data show that employees are encouraged to take the initiative to have share opinions and discussions in relation to their personal training and development. In addition, employees' voices are heard: this appears to motivate an interest in training. It implies that the company pays attention to individuals' differences. Perhaps this helps to encourage employees to be motivated to exercise OCB for themselves as well, as they know that adjustments to training are possible:

> *It is all about feedback...giving immediately feedback, to improve...we always have to adjust because every person has a different background, different experience, it is very individual* (HRM1H1).

Further, one HR manager stated that '*reduce the standards we had and really allow more opportunities for employees to read the guests and do what they feel that the guests would appreciate it. So, taking it away from being robotic*' (HRM2H2). This shows that giving a set of standards helps employees to pay attention to detail. However, what gives more encouragement seems be the competence of reading guests to tailor personalised products and services through interaction with guests. This suggests that developing confidence and competence for decision-making is seen as a critical part of the training process because they are closely related to problem resolution and personal service.

Most respondents pointed out that they find that they benefit from training in relation to decision-making: '*You feel better equipped to make decisions. So, I think for training it is very important...knowledge that allows me to make decisions better because I understand the company*' (C1H1). This suggests that training, to some

extent, has an impact upon frontline employee OCB. One HR manager stressed that it is important to blend empowerment into training to motivate frontline employee work attitude and behaviour:

Because for these colleagues, they are very experienced...if you do not empower them, they get really unhappy and they lose motivation...so if you turn it around, it actually shows you how important to empower (HRM1H1).

To encourage employees' learning motivation, different training approaches are employed so that employees can take the initiative in improving their knowledge or skills during their free time. This seems to show that the company pays attention to training, to give employees opportunities to refresh their knowledge or improve in areas where they are expected improve, i.e. that training is used to encourage employees to initiate to develop or polish their work skills or knowledge:

We run other initiatives, other training initiatives, in this hotel we give them the access to e-knowledge which is e-learning to our line employees so they can, you know, log on, and do courses, and watch videos...it is a little room and has 4 PC there...they can use it there or they can use it at home (HRM1H3).

This shows that training at work or from home is made possible for employees. It appears to imply that employees are strongly encouraged to taking training to increase their levels of confidence and competence relating to work. One line employee highlighted this: '*We have the thing call cross exposure, like, for me, for instance, I am in reception at the moment, and let us say I would like to move to the restaurant, I can ask for cross exposure. Cross exposure is what you can do for one*

week. It is actually a very good thing because it gives you an idea' (R1H3). This indicates that employees benefit from cross exposure because they can get some idea of how other department operate. Cross exposure helps them to think about their career development in relation to their interests:

> *It does not matter if you want to work into another department or you can probably think and say, oh, how do the restaurant works and how do it operate, you want to know about that or maybe you think that I want to go to the restaurant, but I am not sure if I am going to suit the job or the job gonna to suit me so you can ask for cross exposure* (R1H3).

In addition, the data indicate that training makes employees realise that training helps them along their career development. One line manager highlighted this: '*I did supervisory develop programme…it just helps you to grow up as a manager*' (AFOM1H1). Further, the data show that employees are encouraged to take training before they actually move to the next stage of their career development. This suggests that training is employed to motivate their career development:

> *Because the manager in your department, if they feel you have a future and possibility going up the ladder to a management position. They will point you to, what is called the supervisory development programme* (C1H1).

One line employee highlighted that training is seen as helpful for employees to find out their interests before they actually apply for positions in other departments. In this sense, this may increase employees' loyalty to stay motivated with this company because they know that they have the opportunity to experience different jobs. If they are interested, there will be chances for them to apply for transferring. Again,

training is seen as important for employees if they are able to develop themselves. This shows that training is related to OCB (personal development):

> *You work in the restaurant for one week, they train you, they show you what to do, and you have an idea. You can return. There might not be a position in the restaurant at that time. But, when there is a position opening, you can always say can I apply for the job, and if you are good, they will take you (R1H3).*

In addition, the data indicate that frontline employees are clear in noting that training helps them to learn how to justify acting in situations where OCB is going to be performed. Empowerment training is viewed as important to enable frontline employees to feel motivated to take the initiative in solving on-the-spot problems such as dealing with guest complaints. This fact emphasises that training plays a role in enhancing and improving extra-role behaviour:

> *There is also supervisory development programme and it is 12 big programme, going through things mostly, like…how to problem solving (FOM1H 2).*

The data show that empowerment has been blended into both induction and management training which helps frontline employees to justify decisions made to deal with on-the-spot problems. Other training approaches are made available at work or from home. This indicates that frontline employees are motivated to learn new knowledge or polish what they already know. Further, management training is also available to employees who have the potential to move up to managerial

positions. Thus the data support a link between training and frontline employee OCB such as problem solving, personal service, and career development.

This section has presented three perspectives of empowerment. First, a great deal of attention has been paid to understanding the link between company structure and OCB. It shows that a clear and flat structure encourages frontline employees find it easy and motivating to go the extra mile. Having supportive and understanding managers and management appears to make communication easy within the structure, which helps to facilitate frontline employee OCB. Second, the data indicate a link between having discretion to act and OCB. Line managers appear to play a critical role in the relationship between such discretion and line employee OCB. The data highlighted that access to resources related to the discretion to act encourages OCB. Third, the concept of empowerment is blended into training, from induction to management. The data suggest that OCB can be developed and fostered through training when it is designed to create a sense of managerial empowerment. This fact reflects that structure, discretion to act, and training are viewed as important for creating a sense of and developing extra-role behaviour.

5.4 Organisational politics

In this section, the data show that communications and the sharing of information, to some extent, may be identified as positive sides of organisational politics, as they are both beneficial to the individual and the company. Further, the data suggest that communications and the sharing of information are used to create a positive and secure environment, so that employee OCB is fostered and developed.

5.4.1 Communications

Various ways of communicating

Most frontline employees pointed out that it was important to have a meeting between all employees on each working day as communications let them know what is going on: '*...most things we know from communications*' (R1H1). This shows that communications are used to keep employees informed. One line manager said: '*We give the basic information, like performance of the hotel, occupancy, and revenue but we do not go over a lot of details, like the profit and loss, we do not go through the whole profit and loss with all the employees*' (FOM1H2). This indicates that managers communicate the basics of financial performance as well as the operation information within their department to their employees. One line employee stressed:

> *That is on every level that comes from… the people who own the company, all the way down to the individuals who are just doing, might be considered the most ordinary jobs in the hotel. It is so important to have all the information you need to do your job so as to be able to communicate with each other. That is from top to down so communication is a very fluid thing* (C1H3).

It is clear that communications seem to play a role affecting employee attitudes and behaviours when they get information openly from the top of the company. This suggests that open communication of work-related information makes line employees feel that they are respected, and that seems to imply that knowing what is going on helps to encourage employees to communicate with each other. It also shows that employees appreciate it if communications can be smooth from the top

downwards as this demonstrates that the company and their managers are in favour of communicating what is going on within the hotel and the company. It suggests that communications are seen as important, from management to line level.

Most respondents further pointed out that they received communications through various approaches, such as the database, briefings, handovers, small talks, handover books, meetings, newsletters, and emails: '*I can feel when it is not happening because that is when they come and knock on my door and said well, I did not know that was happening so we really try to manage to avoid this by sending out emails, by communicating through meetings, by sending out updates, all sort of the things, by really just talking to each other. We have weekly newsletter and we have quarterly newsletters*' (HRM1H1). This indicates that various forms of communication are employed to update frontline employees in departmental and hotel operations. This suggests that frontline employees are expected to be well prepared for their tasks. Frontline employees also agreed that a lot of attention has been paid to internal communications and that helps them to perform their tasks:

> *Communication in this hotel, compared with other hotels, is super…every day we have updated what is happening for that day…that is invaluable* (C2H1).

This shows that the existence of various ways of communication are acknowledged and appreciated by frontline employees. They perceive that being kept up to date is an important factor in helping them to accomplish their work on a daily basis. It is clear that task performance is seen as important work behaviour, and that communications are employed to encourage task performance.

Getting communications about operational information appears to help frontline employees to share appropriate information in service interactions with guests: '*One of the most important things is that we talk to the guests all day so it is very important that people understand each other. So, that is internally. It is very important for people to communicate the right kind of information*' (C1H3). This shows that understanding what is going on with operations may assist frontline employees in knowing how to create satisfying guest experiences, as they understand that they have a lot of interaction with guests on behalf of the company. This suggests that frontline employees have to coordinate with their colleagues through communications. This appears that employees perceive that communications have an impact upon their attitudes (i.e. confidence and competence) and work behaviour (i.e. coordination). When employees understand people (i.e. their colleagues and guests), it helps them know how to get things done accordingly. Therefore internal communication appears not only to be beneficial for the company, but it also provides a link with individual employee performance relating to relationships between colleagues and guests.

Further, most respondents indicated that it was important to get operational information through communications: '*We talk to each other today what is going on, who would be coming*' (D1H1). This appears to indicate that frontline employees try to get prepare in advance with detail such as guest preferences. One line employee illustrated this: '*If any customer complains, if any complain is coming, straightaway I share the information with the head of the department*' (D1H2). This shows that employees are in favour of communicating guest complaints to their managers, and this suggests that open communication is encouraged within the department, even

including guest complaints. One line manager elaborated this: '*...that is important we tell them what they can do as well and how far they can compensate the guests and what decisions they can make, things like that, that is an on-going training process*' (FOM1H2). This shows that frontline employees learn from mistakes and know how to find solutions through communications. This can be seen as informal training learned from daily conversations between employees and managers. One line employee added that '*training is also very good communication*' (R1H1). This indicates that training offers a chance for communications. One line manager said:

> *Standards that we need to focus on, we will, just from our everyday watching and seeing... just for what needs to refresh, might notice somebody did not quite answer the phone properly the other day. Let us do our refresh on telephone standards* (FOM1H1).

This shows that informal training through communications takes place, to ensure that company standards are sustained as well as helping employees to polish their soft skills. It appears that communications are employed to bring benefits to the individual and the company when tactics (i.e. informal training) in accordance with company culture (i.e. paying attention to detail to the process of service delivery) can be shared through communications in the workplace. Overall, it seems that communications affect employee attitude and work behaviour. As for managers, they go the extra mile to pay attention (through observations and communications) to whether their employees need improvement. As for employees, they feel comfortable to have informal training through communications. This suggests that communications may have a positive impact upon their work behaviour. Line

employees seem to be motivated to learn how to deal with guest complaints. Thus employees are comfortable in sharing guest complaints with their managers, suggesting that open communications are recognised as important by both employees and managers.

Moreover, communications are employed by frontline employees to ask for assistance when they understand that to give/receive help from colleagues would reflect on the process of service delivery:

> *If you do not communicate with your colleagues, people come into the hotel, they need your help… you cannot do all the things in the same time, you need assistance* (D2H2).

This suggests that communicating operational information and issues encourages frontline employees to understand what is going on with colleagues and guests, so that they can take the initiative to get prepared to take over incomplete work or pay extra attention to guests who may have special requests or needs. It appears to suggest that, to some extent, communications can be used to serve both the interest of the company and individual employee interests. For the company, informal communications are adopted to make guests feel satisfied with the hotel product service, as their expectations are met. For individual employees, being able to know how to exercise OCB appears to imply that they know what their department, hotel or company expects from them. One HR manager elaborated this:

> *Make them understand the organisational goal is linked with the hotel goals and the department goal is lined with the hotel goal and the department goal*

is linked with their personal goal. So, it all makes sense and I think that it has

fitted into the organisation (HRM1H1).

This indicates that communications can be employed to make the concept of employee OCB less abstract, as it is encouraged along the lines of company culture passed down to the hotel and the department as well as through personal development. It suggests that communications are used to fulfil company and employee personal goals. In short, various ways of communicating is of help to create a positive environment because frontline employees can have a clear concept of OCB along the role expectations by their company.

<u>Communications through meetings</u>

Many frontline employees highlighted that communication through meetings is also used to keep them informed: '*We have meetings. We have daily meeting in the morning…we talk about the guests are coming next day*' (C1H1). The meetings are not only used to get information, but also to share information: '*We really deal with the information. Every department has their own meeting…they have their own meeting. We share some information with other departments*' (D1H3). This shows that meetings are used to share information with frontline employees within their department as well as getting to know what is going on with other departments. Thus sharing information through meetings appears to encourage frontline employees to carry out follow-up: '*Every month, we have the reception meeting. So, it is open for updating anything has happened and we need to follow up*' (FOM1H1). This indicates that communications through meetings appears to be used to encourage

frontline employees to go the extra mile – doing the follow-ups. One line manager elaborated:

The morning meeting is for every head of the department. So we discuss the flow of the day, special attention guests, groups, things to look out for, or problems from the night before, and the guests, when they check out, we meet them (AFOM1H1).

This shows that this formal setting of sharing information allows line managers to sit down and talk about issues and operational matters. Line managers appear to be encouraged to come up with ideas or solutions when they have meetings across departments. This also appears that line managers may need to encourage their line employees to share information with them so that they are able to be clear with what is going on within their department, since line employees have more direct contact with guests in service interactions.

Several frontline employees highlighted that the most suitable place for communicating is within their department because it is easy for a group of employees to work on the problems or to share news: '*I think the better means of communication is through your department meeting where specifically you are a group of people together with your head of the department, discussing the issues*' (C1H3). It is clear that communications are used as a tool motivating OCB within the department: '*That really has impinged on your department completely, positive and negative. I think it is very important that you are positive and say this is working well, this is good…this is something needed to improve*' (C1H3). This shows that frontline employees are aware that they have to work things out in an efficient

manner no matter whether they are communicated with positive or negative things. This appears that communications within the department are seen as relevant to employee OCB.

Several line employees pointed out that as well as departmental meetings, there is a General Meeting for line employees to meet management: '*In the General Meeting, they share quite a lot of information. They gave us numbers…about the performance, they said what is going on, I mean, they are quite transparent*' (R1H2). This indicates that this meeting is designed to let line employees understand the direction, performance and the planning of their hotel in terms of finance, marking, and human resource. One HR managerial added:

> *The General Meeting…we share the financial figures. We share what is happening with our market sales strategies, what is happening with our human resources so we recap. We give them a glimpse what we are planning for the future so what the goals we are working on, and then we have question forum, they can ask questions after that* (HRM1H3)

This meeting gives information to line employees on how their performance can be linked to the goals of their hotel. It also gives frontline employees a good picture of the hotel direction and performance. Additionally, the data show that the General Meeting is used to help frontline employees understand that the importance of their performance is related to hotel performance. This meeting appears to build bridges between frontline employees and other departments such as Finance, Marketing and Sales, and Human Resources. When frontline employees know what is going on in other departments, this may make them feel that they are all in the same boat: '*It is

important that the employees should know the direction of the hotel is going. I do not think that you should hide information from employees…everyone is together as a team' (C1H1). This suggests that the sharing of information is used to build up frontline employees' attachment to their hotel. One HR managerial staff further elaborated:

> *When we ask our employees to come up with ideas where we can save money… they are coming up with ideas…they are saying how about we did this or maybe we did something differently… they are the ones who know how the business works on a day to day basis* (HRM1H3).

From a management perspective, it is clear that the General Meeting is also used to encourage frontline employees to share their opinions and experiences with managerial employees of other departments. In a similar vein, many frontline employees highlighted that this meeting offers them a chance directly communicate with the General Manager of their hotel without their managers around: '*There is a meeting for line employee and General Manager: The GM has a meeting with direct line representative every month, with the line level*' (AFOM1H2). This indicates that the company provides line level employees with an opportunity to have face-to-face communications with management in a formal setting. One line employee said:

> *We have a process called Direct Line, which is a meeting of the employees or the representative of the employees with the General Manager of the hotel, which is a way of trying to communicate what is going on, downwards up, rather upwards down…* (C1H3).

This shows that this meeting is used to collect from the views of line level employees. It implies that the purpose of the GM meeting is to draw attention to line employees' voices in a formal setting where their opinions and suggestions are seen as important by management. The same respondent added:

> *It is quite informal in one way…I think I mean it is valuable, it is more in the fact that it is good to know that, at that kind of meeting the line employee can speak directly to the General Manager in this hotel* (C1H3).

This shows that line employees appreciate that the GM meeting is employed to allow them access to management. This appears that the company attempts to increase trust levels with line employees through the increasing of trust in management. Thus line employees are encouraged to collect opinions and suggestions from their fellow colleagues before attending the GM meeting. This shows that face-to-face communications at the GM encourages employee OCB (i.e. sharing of opinions and making suggestions as well as participating in the meeting). It is clear that line employee work experience is appreciated by the company:

> *It is kind of what people practical experience…the issues they will bring the attention to the management of the hotel* (C1H3).

This indicates that the company values line employee's voices, because it listens to their opinions as well as meeting their requests if they want to have more information or more communication with management in a formal setting:

> *If they want a guest speaker, he invite the guest speaker, could be me (Director of Human Resource), that could be the purchasing manager, and*

these committee representatives bring their ideas, suggestions, concerns to the General Manager each month (HRM1H3).

This indicates that the GM meeting is employed to create communications between line employees and the company by inviting management as guest speakers. It appears that the company expects to make line employees feel that they are part of the company, and is in favour of letting them know what is going on within the company and the hotel through communications in the GM meeting.

In summary, first, the data show that various ways of communicating (i.e. the database, briefings, handovers, small talk, handover books, and newsletters) are used to make the operational information of the department and the hotel clear and transparent from the top downwards through the hotel, as well as through department managers. This suggests that frontline employees are encouraged to prepare in advance, before guest arrivals, by knowing what is going on within the department and the hotel. During the guest stay, frontline employees are constantly updated so that they know how to accomplish their task performance and add human touches to improve the guest experience. Second, the data show that employees would like to take the initiative to report guest complaints, through informal communication, to their managers. Their managers are also in favour of sharing to what extent they are expected to exercise OCB. This suggests that informal communications are used between line employees and managers to make their work life easier and more efficient. It is also highlighted that informal training takes place through communications and employees perceive that they benefit from it. Third, the data indicate that communications through meetings are employed to influence employee

attitudes and work behaviours. The data highlight that the GM meeting appears to show that line employees have access to management by having face-to-face communications. Line employees are encouraged to express their views to management. This appears that the company attempts to establish trust in management as well as trust in the company. In addition, the GM meeting is used to encourage line employees to share their opinions and suggestions that can help them improve their work – i.e. they are treated as internal guests. Overall, the data suggest that, to some extent, various forms of communication appear to be used to create a positive and secure work environment along the line of organisational culture (i.e. treat the way that you want to be treated) that helps foster and develop employee OCB.

One to one communications

Most respondents pointed out that they were in favour of having personalised and informal discussions between frontline employees: '*The environment is so pressure, because it is 24-hour operation, there are always guests around. It is very informal, it is whenever you get the chance, we talk*' (HRM1H1). This indicates that one to one communications help to create a positive work environment where employees feel motivated to try their best at work: '*It is very important to keep all of that communication going so that people work as far as possible in a positive environment*' (C1H3). Many line employees expressed that they would like to take the initiative to inform their line managers with the updates, particularly about guests: '*We are happy to talk to our head of the department, everything about the guests, good or bad, complaint or anything, we talk to our head of the department.*

We maintain communication…we inform her or him to this happening’ (D1H2). This suggests that line employees perceive that it is important to keep their managers informed. It also appears to suggest that line employees feel free to address issues with their managers. It suggests that the way that frontline employees communicate with each other is informal and causal: ‘*He came to me and explained to me. Well, I approached him actually, but he would have come to me, I know. Just two of us, he told me what I should do in the future*’ (R1H2). This appears that one to one communications help to create quality relationships between employees and their fellow colleagues as well as managers.

Similarly, line managers expressed the view that one to one communications were seen as a way to clarify issues between both parties (i.e. the line employee and line manager and the line managers and management) as well as coming up with solutions: ‘*When I see them (senior managers), go through issues with them…the same way I will do with line employees as well, discuss with them, and go through with*’ (FOM1H2). This indicates that one to one communications are adopted within the department and the hotel. One manager further elaborated: ‘*This company is more open-door communication. So, I would say it is an open barrier. So, any time I can talk. Just discuss anything with my boss*’ (AFOM1H2). This shows that one to one communications are seen as a way to motivate frontline employees to take the initiative to address issues or questions with their managers or management in order to know how to adjust or improve their work behaviour accordingly. For example, they might need to hold on to some guests. It appears to be beneficial for individual performance and the company profit: ‘*…if I have a meeting with the General Manager, he is telling me we need to hold on this client. No matter what he does*

because he brings in…half a million Euros each year…' (AFOM1H3). This appears that one to one communications impacts upon employee OCB.

However, line managers are aware that it is important to encourage employee OCB with caution, especially when some clients are rude to an employee: *'I certainly would not communicate that thing with our staff because that is humiliating…I think a lot of people I work with here, they know why we would bend or have backwards for some guests'* (AFOM1H3). This shows that line managers are aware that one to one communications have to be carefully employed when bending rules for some guests. It also indicates that one to one communications are used to make line employees aware of the importance of having flexibility when dealing with guests but there is caution in discussions, in order not to create resentment between employees and guests.

The data further show that line managers would step out to talk to the guests who brought lots of profit to the company but were rude to their employee: *'…if he then starts cursing any member of the employee…I was going to speak to him about his behaviour'* (AFOM1H3). This shows that one to one communications are used to interact with guests. It indicates that line employees are treated in a respectful and supportive way by their managers when they come across difficult guests. In a similar vein, several line employees pointed out that their managers had taken the initiative to chat with them after they had experienced uncomfortable issues with guests: *'…have good communications with us after the guest left. My manager came and took me to the office… told me it was not my fault'* (D1H2). It is clear that the one to one communications is not only applied to improve the process of service

delivery, but it is also used to show respect and support to look after line employees. This suggests that one to one communications are used to gain an understanding into frontline employees' perspective with issues, to create a positive work environment:

> *We talk about the facts. We do not talk about the persons. Maybe, later on I might just take the individual side and talk to them. One to one about the database and say listen this is what happened, what do you think it has happened here... can you see how the guest perceives that way you are rude to them?* (GSM1H3)

Several line employees further elaborated that their managers took the initiative to listen and speak to them when guests complained about an individual employee: '*If you are personally involved in something or the guest complained about you ...we are communicated because I think the hotel really wants to make sure complaints do not happen in the future or well resolved*' (R1H2). This shows that one to one communications are used to share guest complaints to make frontline employees understand what has happened and how they could make things better next time. It appears that one to one communications are important and beneficial to the company and the individual employee. Apparently, one to one communications are employed as an approach to foster employee OCB:

> *If I make a mistake, I explain to my head of the department this is the thing I did today, so if I explain to her this situation happened, we will see together, back office... privately, only me and the head of the department, what I did wrong and what I did not. So, I explained her this was the situation had happened* (D1H2).

However, the data show that line managers are aware that it can be a challenge to talk about guest complaints through one to one communications: '*It is very difficult to point out others' mistakes and approach them (subordinates) to understand …I do not want them to do it straightaway, get criticised with a negative approach. So, that shows like okay, I would like to give you feedback…what you do it differently in order to avoid it. Then we do it together*' (AFOM1H2). This indicates that line managers use one to one communications in a skilful way because they do not want to make their employees feel bad and frustrated. Most line employees pointed out that the one to one communication is used to communicate with them about negative comments in a respectful way:

> *If you do something wrong or mistake…first of all, your boss is going to give you an appointment or something, or maybe even just ask you to come on a side and to have a chat, a private chat…so you will not be embarrassed against your colleagues…* (D2H2).

This indicates that the one to one communication is recognised as a suitable approach for discussing guest complaints. Most frontline employees pointed out that they are willing to talk about guest complaints or their own mistakes provided that they are treated with respect. This appears to explain why frontline employees are motivated to deal with guest complaints attentively – they know that they are welcome to talk to their managers about things they are not sure of. In addition, they are treated in a respectful way even if their decisions turn out badly: they are still supported by their managers.

Moreover, the data indicate that frontline employees perceive knowing guest complaints through one to one communications as an encouragement for them to look for solutions to make improvements: '... *how the things could have been handled differently*' (FOM1H2). This shows that frontline employees have the opportunity to discuss guest complaints and work out future solutions with their managers. Line managers use one to one communications to help an individual employee to know that they can deal with things in a different way as well as seeing things differently. This makes line employees see each experience as a learning opportunity. It is of help to create a positive environment for the individual and the company. In addition, this encourages frontline employees to keep learning: '*If a colleague knows about something and can apply knowledge and they take pride and they have been given the information and they can react or act accordingly. So, I think it absolutely has a big impact on performance*' (HRM1H1). This indicates that one to one communications are promoted between frontline employees because they encourage frontline employees to go the extra mile to search for new knowledge, information, or skills to resolve problems.

Most respondents stated that one to one communications are used to talk about positive comments as well as issues: '*Whenever I know there is something good happen, praise them...I do always encourage them, like you know, don't hesitate for making mistakes...*' (AFOM1H2). This shows that one to one communications relating to positive comments are used to reinforce the concept that going the extra mile is enhanced and supported. One line employee illustrated this: '*If we do something good, your boss will come to you and gonna to tell you, he gonna to congratulate you and thank you, he gonna to say thank you to you...to give you the*

encouragement, it motivates you to do something extra' (D2H2). This suggests that the one to one communication has some influence on employee OCB.

Further, most respondents stated that, in general, one to one communications are used to create communications: '*If I am not 100% sure, I would also not directly get back to the guest and I would let the guest know that I pass on to the next management level and discuss it with them and then get back to them*' (AFOM1H1). This appears that frontline employee OCB may be encouraged when they know that their voice can be heard and they may get assistance and support in resolving problems through one to one communications. When frontline employees know that it is possible to search for solutions in relation to guest requests or problems, it appears to motivate them to make guests understand that they are willing to give them a hand, instead of saying 'no' when they come across things they do not know or are uncertain about. In addition, the data appear to indicate that one to one communications are structured as causal chat which puts frontline employees at ease so that they can feel free to propose their opinions: '*We ask them about the feedback on that, we ask them about how could you avoid this, how could we have done it better, things like that, so that is way get them think about the database, very often after the briefing*' (GSM1H3). This suggests that one to one communications make frontline employees heard so that they may be motivated to search for solutions or come up with ideas and suggestions. It shows that one to one communications encourage frontline employees to go the extra mile. Thus the one to one communications is seen as a way of mutual communication.

One to one communications are also employed to look after internal guests (employees). The data show that an open door policy is employed by HR managers in order to gain an understanding into frontline employees' needs and wants and give assistance: '... *we tend to leave the door open so we say goodbye to people or good morning as they arrive…some people would just come in for chats or other people would come in and say they need something, so again, really create that open door policy*' (HRM2H2). This shows that open door policy is treated as a means of communication for frontline employees as they know that they have a place where they are welcome to step in whenever they need a chat or assistance. This makes frontline employees feel they are looked after as internal guests. One line employee said:

> *If you are not happy with your department head, she or he is abusing you, she or he do not do good work for you, not inform you. You can straightaway see the Head of Human Resources. That is why I am telling you that our hotel is very good for employees… because you can have lots of options* (D1H2).

This indicates that the company wants to reflect the core of its culture – treat others the way that you want to be treated yourself – to internal guests. Frontline employees are expected to apply this perspective in their service interactions with external guests. Open door policy seems to offer a similar approach in treating with employees. This seems to indicate that HR managers play a role in listening to frontline employees and helping them find solutions:

> *We have a very open communication, so we encourage…we talk about the adjustments, the cross exposure* (HRM1H3).

This shows that open door policy brings benefits to both frontline employees and the company. Frontline employees know that they are encouraged to address issues or discuss problems with HR managers. Having one to one communications with HR managers may help frontline employees look for solutions rather than quitting their jobs if they come into conflict with their colleagues or a bottleneck in their career development. This appears that the company can get to know how to cater for frontline employees' needs and wants through one to one communications.

Overall, the data show that frontline employees use one to one communications to resolve problems relating to both external and internal guests. Further, one to one communication is used between frontline employees to discuss guest complaints and appropriate solutions. The data suggest that one to one communications is seen as positive way of developing or improving employee OCB.

In summary, the data indicate that an overview of communications shows various ways of communicating, and one to one communications, are in use. The data indicate that various ways of communicating are important in making information transparent, and one to one communications are of relevance in improving employee performance. Further, the data suggest that communications are employed to build up quality relationships between line employees and line managers and line managers and management. It appears to be of help in creating a positive and secure work environment where employees can feel free to address issues and receive comments. In addition, one to one communications make frontline employees feel that they are treated in a respectful and supportive way. The data suggest that, to some extent, communications perhaps can be identified as a positive side of organisational politics

because it is of importance to create a positive and secure work environment that motivates OCB.

5.4.2 The sharing of information

Information relating to the company

Most frontline employees agree that they have access to information relating to the company, for example, on the company website which contains the basics of internal announcements such as the job vacancies in all hotels around the world: '*The whole company, there is actual database, that is the company Global database, you can read it at your leisure, that has all the announcements…the phone is not working in Dubai…there was a problem…*' (C1H1). This appears that the company database is used as a way of motivating frontline employees to connect with the company by knowing what is going on with other branches. The information covers a wide range, from job vacancies to updates posted by branch hotels around the world. One HR manager pointed out that, '*sharing information with people, I think certainly, if the employee members feel informed, then they feel that they are part of business*' (HRM1H1). This indicates that this approach is employed to increase the level of employee attachment to their company. It implies that the sharing of information is beneficial to the company because a committed workforce is developed. The sharing of information also appears to be beneficial to employees. When frontline employees are given access to the updates of their company, they appear to be motivated to read information relating the company because some of the information may serve employees' own interests, such as their career development: '*There is also the announcement on the databases…any promotion or movement get to put on there,*

international…You need to go to the database and read it. It is not something that goes into your email or anything like that' (FOM1H1). This appears that employees may be encouraged to search for information related to their own interest, such as career development. In short, the data show that the company database includes basic information, from the company level to an individual level within the company. Additionally, frontline employees are given access to search the information they are interested in.

Operational announcements

Most frontline employees perceive that operational announcements within all the hotels appear to be important: '*Most of the announcements in the database are really important…they are mostly internal things…they are supposed to be put on there to track, so if the phone has gone out of order…*' (C1H1). This indicates that having internal updates impacts on frontline employee interaction with external and internal (employees) guests, because they can share information with their colleagues or guests in time to avoid confusion or disappointment. This awareness encourages frontline staff to keep internal information on track. It appears to be considered as employee OCB. Thus operational information at company level appears to foster employee OCB when employees perceive its relevance to their work.

Announcements of job promotions and staff movements

Most respondents point out that they were interested in announcements about job vacancies and staff movements: '*…this person has been promoted in this hotel*' (C1H1). This suggests that this type of announcement is of personal interest for frontline employees because it perhaps can be related to their own career

development. It appears to be used to encourage frontline employees to see examples of internal transfers or promotion within the company. Positive examples appear to motivate frontline employees to foresee that there is a possible prosperous future for their own career development within the company: '*We showcase people who perform well and are promoted from within to encourage other people to do the same so by showing the success of internal promotion*' (HRM1H3). This appears that frontline employees may have opportunities to be promoted within the company or transferred to other hotels around the world. Information on job vacancies and staff movements seems to have a positive impact upon frontline employee OCB – to keep learning and improving before they move to next stage of their career development: '*If you start…working in a company, definitely you are not gonna to be a cleaner for your life. Maybe you want to be a Director in the housekeeping…so you are gonna to get extra course to learn the things…try to improve and show good example*' (D2H2). This suggests that the sharing of information (i.e. announcements) may foster employee OCB.

The data also show that employees are interested in knowing information on the direction of the company. For example, frontline employees can get to know how the company copes with the recession: '*It is important. That information is communicated, perhaps what is happening on a wider scale in a hotel…try and save money, and even within the company*' (C1H3). Sharing information relating to the company's direction seems to remind frontline employees to support their company by demonstrating the extra-role behaviour, as they agree that they are on the same wavelength with the company, especially when the economic situation is not positive. This implies that the sharing of information makes frontline employees feel

part of the organisation. It appears to create the awareness that paying attention to small things that, to some extent, benefits their company: '*...financially it is a difficult time for every business...saving money, or trying to save money is an important thing. Trying not to be wasteful... making sure you recycle your paper...turn your lights off when you go home*' (C1H3). This indicates that sharing company information can be used as a reminder that may have a positive impact upon frontline employee behaviour, for example by taking the initiative to help save energy. One HR managerial staff added: '*When we had the economic downturn, we wrote to all of our employee...we explained what we were doing...what we hope they can work with us, how we could help, how they could help us...together as a team...that the way they feel that they take part of the solution to any problem*' (HRM1H3). This indicates that when the company chooses to talk about how the company attempts to cope with the difficult time, it seems to make employees feel more secure with their job. It appears that the sharing of information, to some extent, perhaps, helps to facilitate employee OCB.

In summary, the data show that there is a link between employee OCB and the sharing of company information. First, the data show that the company database includes various announcements, from basic company information to examples of job promotions and staff movements. Frontline employees are given access to read or search the database. The data indicate that employees perceive it is important to know about internal updates, so they try to keep information fluid between hotels within the company. Further, the data show that employees are interested in reading announcements of job promotions and staff movements. Perhaps this is more relevant to personal development. This suggests this can probably serve individual

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interests if an employee wants to develop her or his career within the company. Second, when the company attempts to share the company direction along with the external environment, this done not only make employees feel that they are part of the organisation, but it also encourages them to get involved in ways they are expected to behave to help the company during difficult times. Perhaps this may remind employees to think about their small behaviours (e.g. saving energy) that, to some extent, are related to the survival of the company during the recession period. This can be seen as OCB.

Information relating to the hotel

Operation information

A good deal of evidence appears to indicate that frontline employees have access to information relating to the hotel: '*...we have been very transparent, so we share the financial information of the hotel, VIP staying in the hotel*' (HRD1H2). Most frontline employees agree that they receive sufficient information relating to the hotel where they work: '*The level of information share is very good*' (C1H3). The information relating to the hotel covers financial performances, guest complaints, and core standards: '*Everything, all financial reports, all standards, training manuals, all information that we could wonder and ask for, it is there for us to gain access to, it is shared via the information system*' (GSM1H3). This shows that frontline employees have access to information on what is going on within the hotel. It appears that frontline employees can gain an understanding into the operations of their hotel. This makes frontline employees understand that each of them has the

opportunity to contribute to making the hotel operations go well. This rewarding feeling appears to motivate frontline employee OCB:

> *It is nice to get the information back. That is what you have done every day…has a positive result and you feel good. If you see a positive result coming back to you…you would go extra miles* (R1H1).

Sharing information relating to the hotel seems to allow frontline employees to get prepared: '*The sales team usually give us information prior to their stay. We are informed about the aim why they are coming to stay with us. So, we get that background information*' (AFOM1H1). Further, most frontline employees pointed out that they had the access to read guest information: '*We well received it from the database about the guests*' (D1H2). Having guest information may help frontline employees anticipate guests' needs and wants so that they appear to be motivated to prepare before guest arrivals: '*If you are getting information on certain subjects and information on how to better deal with certain situations and special attention guests. Then you have the confidence…*' (AFOM1H1). This suggests that sharing information may impact on frontline employee job attitudes.

Sharing information appears to be used as a way of encouraging frontline employees to deal with service interactions: '*…because you know about it and have learned about it, and you approach the whole situation…*' (AFOM1H1). Thus sharing information relating to operations, to some extent, appears to have a positive impact upon frontline employees' work behaviour: '*We know the names of the guests, their preferences, we know when they are coming, what time they are arriving, we know if they have any problems before*' (C1H1). This shows that having guest information

helps frontline employees to prepare for guest interactions in advance. One line employee elaborated: '*...service was not proper service. Three months ago he was here and he made some complaints about some kind of service*' (D1H2). This appears that sharing guest complaints has a positive impact on employee OCB.

Guest complaints

Asked how guest complaints were shared within the hotel, most respondents stated that they were loaded in the database of the hotel and they could have access this to read them: '*Those incidents are also published on the daily basis in one of our database in our computer system and you can read all of those*' (C1H3). Further, emails (regarding guest complaints) are sent out to keep frontline employees like the doorman updated (because doormen usually do not work in front of a PC and it might be challenging for them to keep an eye on the updates of information in the same way as other frontline employees in the Room Division). Thus, emails are used to highlight issues, particularly guest complaints. This indicates that doormen are expected to go the extra mile, such as by reading guests, because doormen are seen as the first and last contact person of hotel guests. It appears that all frontline employees in the Room Division are expected to be able to use information to read guests, to add a human touch to the guest experience:

> *Guest complaints...there are some generic email address, like doormen's one. The doormen have their own emails. So we would send information for them. So, the minute the database comes out. It gets sent to their inbox and also they can have access to the database immediately* (GSM1H3).

In addition to having access to read guest complaints, frontline employees have access to writing up guest complaints in the database: '*If the car does not turn up for someone, we enter it onto the database*' (C2H1). Most frontline employees can write up in the database, except doormen:

> *Let say a doorman would not be able to write in the database, so he would be able to read them, but he would not write one. So, an Assistant Manager would write in the database. Every line level would be able to read the database but not every line level can write* (GSM1H3).

This shows that most frontline employees are encouraged to note incidents as reminders in the database in order to improve the hotel product and service. It appears that giving access to writing up guest complaints encourages frontline employees to pay attention to guest experiences so that information can be recorded and shared. The recording of guest experiences appears to make frontline employees use the information to try to read guests during interactions. In addition, the sharing of information is used to avoid making the same mistakes and also to tailor suitable products or services for guests: '*We call it from the database so that it reordered when the problems come up… I know our guest is complaining because something does not work. We record it all that. I would say most of them get reordered*' (C1H1). This suggests that having access to reading and writing guest complaints is important in the development of employee OCB.

In summary, the data appear to indicate that having access to hotel operation information brings several advantages. First, frontline employees experience rewarding feelings, knowing that their efforts are worthwhile, when they see positive

hotel performance results. Second, sharing guest information encourages frontline employees to get ready before guests arrive. Third, having access to guest complaints motivates frontline employees to become understanding when interacting with guests. Fourth, being able to write up guest complaints encourages frontline employees to pay attention to the guest experience: they can share information by recording it in the hotel database as reminders for other colleagues across departments. It shows that sharing information relating to the hotel can be used to encourage frontline employee OCB. Having access to information makes employees feel confident in doing their job because the sharing of information helps them to read guests so that they can come up with some ideas about how to interact with them appropriately. Knowing how to face and deal with challenging or demanding guests makes employees feel motivated to approach guests or situations.

Information related to the department

The details of events

Many frontline employees expressed the view that all kinds of events that happened in the hotel would be shared within the department: '*…like I said the operation of the overview you have everything on it. That the whole hotel could use…*' (FOM1H1). Within the department, information relating to the operation is prepared in advance and stored in the database system: '*The information is disseminated on the daily basis… it is a daily event sheet, briefing sheet…on our electronic data base system. So, that would be something prepared in advance*' (C1H3). In addition, the operation information is shared across departments: '*There is an event in the ballroom or the wedding, then it is all on the overview for the day, what is happening in the morning,*

who is in the house, we have our VIP who is in the house…function is taking place,
things like that' (C2H1). This shows that details of events are prepared in advance
within the department and across departments. This appears that employees are
expected to have sufficient information to get ready for their tasks beforehand, and
that employees may be motivated to search for information relating to operations
through as preparation for tasks.

Further, the data show that there are other ways of keeping frontline employees
updated within their department: '*We have big notice boards everywhere in every*
department and also emails, flyers. Everything is posted…' (HRM1H1). This shows
that sharing information relating to the department seems to make frontline
employees clear about what is going on within their department. Further, it is clear
that different approaches of sharing information are adopted to make information
available and transparent to frontline employees:

> *Be very transparent with them with the information we have… if I have the*
> *information, I will forward it by e-mail to the reception e-mail and then we*
> *also discuss in the daily briefing. We have the documents. We use handovers*
> *where we put the information in and we discuss it during those shift briefings*
> (FOM1H2).

Several frontline employees highlighted that the handover helps them to have
updates relating to their department so that they can share information with their
colleagues within the department. The handover appears to play a key role in
frontline employee behaviour: '*Concierge who is in charge of the department gives*
you the handover. We have daily shift events so we just go through quickly. See what

is going on today, how many arrivals we have, departures, do we have some VIP coming. You update yourself...you share information with your colleagues' (D2H2). This shows that frontline employees are expected to pay attention to details relating to guest experience and so should equip themselves with operation information.

The communication channel

The data indicate that having a communication channel seems to be a useful approach for the sharing of information within the department. Most respondents pointed out that line managers are considered suitable persons for line employees to ask for help if they do not know where or how they can find the information they need: '*There is always something new. One day the guest may come in and ask something you have never heard about it but at that time if you do not know exactly what it is or what to do, you can always call the manager'* (R1H3). This indicates that line employees are encouraged to speak to their line managers to search for information and solutions. One line manager highlighted: '*It is important for them to have that information… if one day they once develop as the department heads as well…they will know already what they are looking at'* (FOM1H1). This appears to imply that the sharing of information is related to career development. In a similar vein, line managers pointed out that they get information from the head of department so the head of department (Front Office Manager) is seen as an information disseminator for them: '*Because the department head, from the department head, then, it comes to the assistant level. So, basically everything is directly. It is a channel, not directly coming from. It is a channel communication'* (AFOM1H2). This indicates that the channel of communication is used to pass

information from the top down or from one fellow colleague to another. One line employee further elaborated:

Maybe you know that restaurant, but probably you do not know it is closed for the refurbishment...what is going on around and then share it with your colleagues. Maybe I did not know. My colleague knew it. So you talk about it. You share the knowledge (D2H2).

This shows that frontline employees perceive sharing information as important. They pointed out that it might make a difference to their jobs, so they are willing to share information. Further, it seems to show that frontline employees make good use of the communication channel (speaking to colleagues or managers) as a way of sharing information within their department. It shows that sharing information can help frontline employees to have freedom of choice on how they can behave to accomplish tasks. For example, when information is shared, they can have time to take the initiative to get things organised in advance:

You are gonna to inform maybe extra drivers from other departments whenever we can call for you, to assist us in driving, maybe you can get some agency drivers that day (D2H2).

This shows that sharing information can have an impact on frontline employees' work behaviour. One line manager said: '*When I work close to all of those employee, I work today, to overly know their opinions how the arrival is, such VIP went, how their day went, I have an idea because I see it from their face or I would have been working next to them. But, what I know they think, or we could make things a lot easier for today if we have done this. So we make a different improvement*'

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(AFOM1H3). This indicates that people talk to each other when they perceive that sharing information is critical for their daily tasks. The data suggest that the sharing of information depends on the channel of communication within the department. When the channel of communication is established, it appears that frontline employee OCB is fostered and developed.

The data show that sharing information relating to the department assists frontline employees in getting things organised in advance. The data further suggest that it is important to establish the communication channel because it is of help to create an environment in which employees feel free to talk to each other. Further, this positive work environment encourages employees to work closely together to accomplish tasks or make improvements.

In summary, the data suggest that the sharing of information can be divided into three levels. First, at the company level, the data indicate that information relating to the company is shared via the company website. It includes the announcements of basic company information, general operations information among branch hotels around the world, and information on job promotions and staff movements. This appears that information is used to increase levels of employee commitment to their company. Information relating to the hotel focuses on operational information. This makes frontline employees aware of how work behaviours may be related to hotel performance, particularly with respect to guest complaints. Most frontline employees (except doorman) have access to write up guest complaints and it appears that this encourages them to pay attention to guest experiences. This shows that frontline employees are motivated to note down issues, solutions, and follow-ups. Having

access to guest complaints appears to be useful for frontline employees as it helps them to know how to interact with guests. Within the department, the data suggest that the details of events are shared and employees appear to be motivated to read through information as advance preparation for tasks. In addition, the data highlight that line managers play a critical role in establishing the communication channel within the department as they pass on information from management to their department and across departments. Additionally, the data point out that line employees perceive it is important to share information with their fellow colleagues within the department, to know what is going so that they can inform guests about changes in their hotel. This indicates that sharing of information helps to facilitate employee OCB within their department.

This section has examined two constructs of organisational politics. The data suggest that communication and the sharing of information can be identified as positive sides of organisational politics because they are of importance in creating an open and secure environment in which employees appear to be willing to exercise OCB. The data indicate, first, that various forms of communication are useful in creating a positive work environment in which frontline employees may feel comfortable to look for information. Second, the data reveal that one to one communications are used to foster employee OCB, particularly in relation to negative issues between line employees and their managers. The data also show that one to one communications are employed to external guests (e.g. rude guests) so that line employees feel they receive support from their managers. Further, the data highlighted that communication through meetings appears to show that the views of frontline employees are appreciated within the department. This encourages frontline

employees to share opinions and experience with their fellow colleagues and managers.

In relation to the sharing of information, the data suggest that frontline employees are given access to the company database which includes basic company information and information on job promotions and staff movements. This appears to be used to increase levels of employee attachment to the company. Within the hotel, having operational information seems to encourage frontline employees to exercise OCB, in particular relating to guest complaints. At the department level, the data highlight that the details of events are prepared in advance so that frontline employees can have information beforehand. This encourages frontline employees to get things organised in advance. The data highlight that the communication channel is employed to ensure that information is passed smoothly from management to line level. Line managers are seen as important communication channels. Overall, the data suggest that communication and the sharing of information are of help to create a positive and open political environment which OCB is fostered and developed.

5.5 Trust

Having trust in the first place and trusting relationships are identified as two constructs of trust related to OCB. First, the data appear to indicate that having trust in the first place can be of help to establish quality relationships. Second, the data suggest that a trusting relationship is built upon three cornerstones (help, support, and respectful treatments).

5.5.1 Having trust in the first place

Much of the interview evidence suggests that the organisational culture of this company (treat the way that you want to be treated: see Section 5.2), to some extent, has an impact on the perspective of trust among frontline employees: '*Within our company, we always talk about, treat others as you wish to be treated yourself, I think when it comes to communication…we try to put yourself in their shoes…we have been very open and transparent with the employee*' (HRD1H2). This indicates that because employees are trusted, company information is shared with them. It appears that the company strives to establish a positive work environment. One line employee added: '*You cannot like everybody but you can have a positive relationship with people*' (C1H3). This appears that this 'treat the way you want to be treated' philosophy may help to create a positive work relationship between employees. One line manager elaborated: '*If they have personal issues that they need you there, just to be there to talk about it and offer them support, try and help them out, to make their life easier as well as their work*' (GSM1H3). This shows that a positive work relationship is recognised by employees in this company. From an HR managerial perspective, the data appear to show that there is a link between trust and work relationship:

> *A very good working relationship…I would say people trust each other in the building…obviously work-related things…* (HRD1H2).

This indicates that trust is related to work relationships. It appears that having trust in the first place is linked with organisational culture (treat the way that you want to be treated). One HR manager illustrated this:

They know they are getting the truth from us, and we are telling them, we are sharing information, and in turn…we know we can trust them to keep our company information confidential (HRD1H3).

This indicates that the concept of having trust in the first place seems to be created from the top down within the company. One line manager mentioned that, '*I have trust in them because we have trained in a high standard…*' (AFOM1H3). This appears that the training system may be related to the perspective of having trust in the first place. Because a training system creates the concept of having trust in the first place: trust because employees all go through the same training system.

Several line employees pointed out that they perceive that inspiring work behaviours can be important in creating the concept of having trust in the first place: '*…watching them (line managers) work professionally, and knowing or seeing…in a very practical way of what they are doing, demonstrate the same company culture standards and the core standards…It inspires you to do your job better but it also inspires confidence*' (C1H3). Line employees stated that inspiring work behaviours were in line with the company culture standards and core standards. This appears that managers' work behaviours have an impact upon the concept of having trust in the first place for line employees. One line manager elaborated:

They (line employee) got very open up to me. If they got any problem…if they want to make a decision…they would come. For example, someone was getting, been offered to transfer to other branch hotel, but as a receptionist, they wanted to know my opinion (AFOM1H2).

This indicates that employee behaviour is related to the concept of having trust in the first place. One HR manager stressed: '*Trust is the foundation and if you cannot trust each other, you would not share information*' (HRM1H1). This appears that having trust in the first place is seen as a cornerstone of establishing a positive work relationship, so that employees are willing share information with each other. One line employee added: '*If I have a problem with a colleague or I cannot solve it, normally I will try to talk to my colleague or if it's really getting out of hands, I go to see my manager…*' (R1H2). This indicates that having trust in the first place motivates employees to look for solutions when having problems. This suggests that having trust in the first place may have an impact upon employee work behaviour.

Further, the data indicate that having trust in the first place is seen as a key factor in making employees feel positive at work: '*I think it makes people more positive about their attitude when they are coming to work… work for the best of your ability*' (C1H3). This shows that having trust in the first place, to some extent, has a positive impact upon line employee. The same respondent further elaborated: '*…you trust their decisions. You trust the work they are doing. It is comfortable to work*' (C1H3). This suggests that having trust in the first place plays a key role in influencing employees' attitude. Further, having trust in the first place appears to encourage frontline employees to feel empowered to make their own decisions: '*Very often, in the very beginning, I went to the management, the supervisors, to say…what should I do now… they told me you have to take decisions by yourself… They said take your own decisions, if we see it is good, maybe you make a good decision, maybe it is a bad one*' (R1H2). This indicates that having trust in the first place can help to boost employees' confidence in decision-making. One line employee said:

I proposed something to him that would mean that I am thinking about the company's goals and direction So, I think he recognises that I am mature enough and responsible enough, and trusts me, and therefore, knows he does not have to be around, looking over my shoulder (C1H1).

This suggests that having trust in the first place encourage employees to go the extra mile. In addition, the data appear that having trust in the first place makes line employees feel supported to exercise OCB:

To whatever, they feel it is appropriate… They (receptionists) don't always make use of it because they are scared that they make the wrong decision…we are always back them up (FOM1H2).

This shows that having trust in the first place appears to be used to motivate frontline employees to make decisions rather than have them worrying about making mistakes. This appears that managers understand that their trust in employees can have an impact upon their subordinates' work behaviour. One manager elaborated:

I think you just have to know your team really and I know I can rely on their best and they can do. And, that is brilliant. Yeah, I know they always try their best (FOM1H1).

This suggests that having trust in the first place is of importance in motivating line employees to try their best (go the extra mile).

Having trust in the first place is essential when line employees are expected to take empowered action: '*I think trust within my line employee, for example, I empower them or I delegate work them to show that they can do the job*' (AFOM1H1). This

shows that having trust in the first place is employed to motivate line employee to engage in OCB. In a similar vein, one line manager said: '*For example, with taking off the room charge for that guest, that was not happy and left, I did not need to speak that to my boss…I could just make the decision, and it would be a problem with it*' (FOM1H2). This suggests a link between the concept of having trust in the first place and OCB. In addition, when having trust in the first place, frontline employees perceive that they can work well within their team: '*Even though you might not say outside the work that person is my friend… but you have a good professional relationship with them at work*' (C1H3). This appears that having trust in the first place helps to create positive work interactions which may motivate frontline employees to engage in OCB, such as by helping colleagues: '*…the managers also ask every day how you are, so many things, it is a lot of interactions, really. What I can see is you can feel weather the department is on a high moral, that usually the department really talk a lot, where everybody is involved in each other's action…*'(HRM1H1). This suggests that teamwork can make OCB possible when having trust in the first place.

The data show that the concept of having trust in the first place is established in the context of organisational culture, training, and inspiring work behaviours. Further, the concept of having trust appears to impact on frontline employee work behaviour, encouraging them to propose ideas and suggestions, make decisions, and initiate discussions on career development. The data highlighted that having managers' trust in the first place plays a critical role in facilitating line employee OCB. Overall, the results suggest a link between the concept of having trust in the first place and OCB.

5.5.2 A trusting relationship

Most respondents reported that they know that they can have assistance, back-up, feedback, or suggestions from their managers when they have to make their own decisions at work: '*Generally, we try to back each other up…help each other, it is like that I say no to someone, you have to come behind say no as well, because you say yes, make me feel like a fool in front of other persons*' (D1H3). This shows that help and support are seen as important in the workplace. One line employee said:

> *I think if the relationship is good, I think you have the backup for you. I feel that they stand behind me. If there's a big problem or I did a mistake, I feel that I can count on my supervisors so I can talk to them* (R1H2)

This indicates that help and support are considered as important to establish a trusting relationship. One line manager explained: '*I do always encourage them… do not hesitate for making mistake*s' (AFOM1H2). This suggests that help and support help to build up a trusting relationship.

In addition to work related matters, the data also show that line managers are also willing to help line employees' personal matters: '*I may request, like a day off, I need not to work these days, they try to do the best to give me those days I am requesting…I appreciate that, generally they do their best… they listen, most of time, they listen and try to help you*' (R1H3). This indicates that line manager understanding helps to build up a trusting relationship with frontline employees because they feel that they are supported.

The data also show that line managers are aware that it is important to give a hand to their employee when they are in need: '*You can give them what they need to do their*

job, and you are willing to do their job, you do not see their job is anything less than your job, so, what I mean is you do not think you are better than what they do' (GSM1H3). This shows that line managers perceive that a trusting relationship consists of help and support, either work-related or in personal matters, so that line employee feel like that they are well looked after:

> *Make sure they have trust in you, so it is about little things every day, going out to help them park cars when they are busy, help them bring luggage upstairs when it is busy, taking care of the holiday requests when they ask you, looking after them when they have requests on their schedule as much as you can* (GSM1H3).

This reflects the company philosophy on the treatment of internal guests (employees) – treat the way that you want to be treated – and seems to imply that help and support are seen as key elements of a trusting relationship. One line employee illustrated this by saying that '*… if it is really getting out of hands, I go to see my manager. I feel that he is listening to me and he try to change things for good*' (R1H2). This shows that being able to listen is a positive motivator enhancing the positive work relationship with employees. The same respondent added:

> *I worked in other hotels where I didn't really have good relationship to the boss. And, it has certainly made me feel better* (R1H2).

This appears that line managers spend time listening to their employees when line employees come across problems relating to work or personal matters. It also shows that being supportive is seen as important in building up a positive work relationship.

Further, most respondents pointed out that they think it is important to have respectful treatment: '*He (the manager) approaches his employee in a very nice way. He is not shouting…He is calm. He does not raise his voice and he listens to you…*' (R1H2). This appears to show that the way frontline employees get on with each other impacts on their work relationship. Most line managers pointed out that they would be happy to speak to their line employees when they see that they do not do their job well or make mistakes: '*They do mistakes that…I am not going to kill them…I point them to the right direction…*' (AFOM1H3). This suggest that line managers are aware that it is important to have respectful communications about line employee's mistakes, so that the employees feel motivated to make decisions next time. The data indicate that respectful treatments are important in making line employees feel comfortable and positive. One line employee elaborated:

> *They will not say bad things, but they would stay calm…but when they explain to me…they will give the reason why you cannot do this and if it is really serious, they would like…remind you, this is a serious problem* (R1H3).

This indicates that communicating mistakes helps employees to learn, instead of getting blamed or punished. It appears that the way line managers deal with negative matters is considered as a critical aspect of a trusting relationship. One line employee said:

> *I like to report…to my manager, and explain the situation, I prefer. …I feel good, even if I feel bad* (D1H3).

This appears that a trusting relationship encourages employees to take the initiative to report and talk about mistakes. The same respondent said: '*...because it is very frustrating if you scratch a car, basically we are driving the very expensive cars, but I talk to, report to my manager, I think it is the best option. I think the thing is...everything to go with the true*' (D1H3). This shows, to some extent, that a trusting relationship is related to employee work behaviour. In addition, the data suggest that respectful treatments on negative matters enhance a trusting relationship:

> *Just take them to one side, go for a chat, have a wonder around...see how they feel that the situation went...If they do not realise...then just explain* (FOM1H1).

This shows that how issues are dealt with may influence a trusting relationship. It suggests that a trusting relationship impacts on employee behaviours, such as encouraging them to take the initiative to report incidents or issues, or make decisions. One line manager elaborated:

> *If you feel their trust is something very important and they give you support you need, then you work harder for them, you work hard to go the extra mile* (GSM1H3).

This appears that a trusting relationship plays a key role in influencing OCB. One line employee highlighted:

> *We would always be confident 99% all the time that the decisions we make as individual or as a team...will be supported by our manager. So, I think we*

have a very positive relationship. Generally speaking, with our immediate manager, yes (trust), that is something builds up all the time (C1H3).

This indicates that having a trusting relationship has a positive impact on line employee work behaviour, for example by encouraging them to make decisions. It suggests that line employees are willing to get involved in decision making because they trust that their decisions will be supported by their managers. Thus a trusting relationship is important in encouraging OCB. Similarly, most line managers pointed out that a key thing for them to feel confident in doing their job is that they know that they can have assistance or back-up from their management: '*I know I have a backup there. And, I know I can always ask somebody…if I feel that I can do the job right, I can do it myself. But, if I need help, I know there is someone there*' (FOM1H1). Line managers also have confidence that they can feel free to contact their management even when it is out of working hours:

> *Even, if it is out of hours, I can call my boss at home or whatever and speak to somebody to get help* (FOM1H1).

This indicates that there is a trusting relationship between line managers and management. Further, this trusting relationship seems to have an impact upon line manager work behaviour: '*If I am not 100% sure, I would also not directly get back to the guest and I would let the guest know that I pass on to the next management level and discuss it with them and then get back to them*' (AFOM1H1). This appears that line managers are willing to go the extra mile, employing a proactive manner even if they find situation difficult. It suggests that a trusting relationship encourages

line managers to go ahead to search for solutions. This may be seen as employee OCB.

To summarise, this section has mapped out two constructs of trust related to employee OCB. The data suggest that two phases are seen as important for establishing and developing trust. First, the aspect of having trust in the first place appears to be related to the company philosophy, company culture standards, core standards, and the training system. The data indicate a linkage between having trust in the first place and OCB. Second, the data suggest that a trusting relationship is a foundation of positive work relationships. Help, support, and respectful treatments are seen as important elements of a trusting relationship impacting on OCB.

5.6 Summary

First, the data show that OCB is perceived as paying attention to detail during the process of service delivery. The data further indicate that OCB is perceived as an intangible 'extra mile' that requires frontline employees' proactive extra care and efforts, to notice and accomplish small things. Further, the data reveal that employees are motivated to exercise OCB when they are clear about what it is going on in the workplace. Moreover, the data suggest that a quality relationship between line employees and line managers perhaps needs to take into consideration if OCB is a desirable behaviour.

Second, in relation to the data on organisational culture, the data suggest that the company motto (treat the way that you want to be treated) and service culture support of the concept of OCB (i.e. attention to detail for both external and internal

guests). This indicates that OCB is seen as part of organisational culture. The data suggests that managerial empowerment is embedded within service culture.

Third, for managerial empowerment, the data suggest that OCB is related to structure, the discretion to act, and training. It highlighted that a clear and flat structure helps to develop OCB. Regarding the discretion to act, the data indicate that line managers play a key role in influencing line employee OCB. The data also show that training can be used to develop OCB.

Fourth, the data suggest that communication and the sharing of information can be used as positive sides of organisational politics employed to create a positive environment. The data highlight that various ways of communicating create an open and secure environment so that employees feel comfortable and confident in going the extra mile. The data further indicate that communications through meetings make employees feel that their opinions and suggestions are appreciated so that they are willing engage in OCB. Regarding information, the data indicate that the company website includes various information that helps employees to get connected with their company as well as information on their personal interests such as job promotions and staff movements. This encourages a high level of attachment to their company. In relation to information at the hotel level, it is important to record guest complaints in order to avoid making same mistakes again, as well as helping employees know how to approach guests and situations. Having access to read or note guest complaints encourages employee OCB as they learn how to deal with from experiences. At the department level, the data suggest that employees are inclined to display OCB when they are given full details of events in advance. This

indicates that being informed can motivate employee OCB. Further, it is important to have a communication channel within the department so that information can be passed from management to line level and across departments. Line managers are seen as an important communication channel.

Fifth, the data suggest that it is important to establish positive relationships among employees. The data suggest that having trust in the first place is of important as the first step of building up a quality relationship that may encourage employee OCB. The data highlight that the training system and inspiring work behaviours help to establish trust in the first place among employees. Further, the data suggest that help, support, and respectful treatments are the foundations of developing a trusting relationship among employees. Overall, the data suggest that having trust in the first place and having a trusting relationship can be considered as the elements of quality relationships that may foster employee OCB.

In short, several themes have emerged from the findings. OCB is recognised as paying attention to detail and as part of organisational culture within this company. From a cultural perspective, the findings map out that OCB is related to managerial empowerment, the positive sides of politics (communications and the sharing of information), and trust with respect to service culture and the motto of this company (See Figure 5.1). In the next chapter, emerging themes (See Table 5.1) will be discussed with previous literature.

Figure 5.1 The relationships between OCB and enablers within organisational culture

Managerial empowerment, organisational politics, trust

The motto and Service culture

Organisational citizenship behaviour
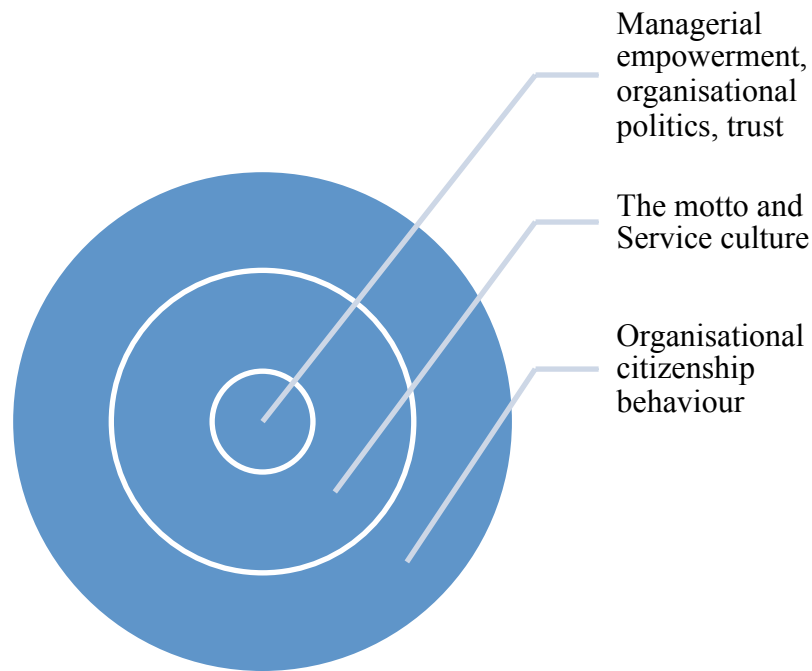
Table 5.1 Emerging themes with respect to the findings

Organisational culture				
OCB: Paying attention to detail	Service culture and the motto are related to OCB	Managerial Empowerment: structure, discretion to act, and training are related to OCB	Organisational politics: communications and the sharing of information are employed to create a positive and open political work environment in which OCB is fostered and developed	Trust: having trust in the first place and trusting relationships are related to OCB

CHAPTER SIX DISCUSSION

This penultimate chapter discusses the findings in relation to the proposed theoretical framework (see Figure 3.1) and the previous research and theories discussed in Chapters Two and Three. A qualitative case study approach was employed in this study, based on a single company. Semi-structured interviews were adopted to achieve the study objectives and to answer the research questions (see Chapter One). The analysis of the data is presented and the theoretical framework (see Figure 5.1) is revised in Chapter Five. Within this chapter, a number of key themes (see Table 5.1) are extracted in relation to the research questions of the present study:

Question 1: How does managerial empowerment facilitate frontline employee organisational citizenship behaviour in the upscale hotel sector?

Question 2: How does organisational politics facilitate frontline employee organisational citizenship behaviour in the upscale hotel sector?

Question 3: How does trust facilitate frontline employee organisational citizenship behaviour in the upscale hotel sector?

6.1 Organisational citizenship behaviour and organisational culture

As a starting point, this section will first discuss the perspectives of OCB perceived by frontline employees from three hotels in this company based on the findings in Section 5.1. Following this, it will move on to discuss how OCB is related to organisational culture based on the findings in Section 5.2.

6.1.1 Perspectives of organisational citizenship behaviour

Along with previous studies (Graham, 1991; Van Dyne et al., 1994), the primary data suggest that OCB is perceived by respondents as a multidimensional construct that includes in-role and extra-role performance. OCB is perceived by respondents as behaviour where they put in extra caring, effort, and time to ensure service standards that can adequately reflect on the process of service delivery, based the idea of achieving a satisfying guest experience. It reflects the 'organisational obedience' of OCB proposed by Graham (1991) in which employees demonstrate behaviour in relation to their job descriptions. Huffman et al. (2007) suggest that OCB is significantly related to task performance. The primary data of the present study support this linkage. Within the hospitality sector, guest satisfaction tends to be judged by customers on the basis of the quality of perceived service during the process of service delivery. Cheung's (2006) empirical results in a Chinese context reveal that Total Quality Programme is related to frontline employee OCB in the hotel industry. The primary data reveal that respondents well understand that their extra efforts are of importance to ensure the quality of their task performance related to guest experience. Bienstock et al. (2003) confirm that there is a positive relationship between OCB and the basic standards and requirements relating to the process of service delivery. Ottenbacher and Gnoth (2005) point out that employee competence can be improved through service skills training. Ro and Chen (2011) suggest that new employees are able to have a positive impact upon their workplace when internal service standards are well communicated. The primary data indicate that service standards can play a role in training employees to know how to perform

their tasks. Thus employees may further develop confidence in sustaining the quality of their task performance through displaying OCB.

According to Graham (1991) and Bienstock et al. (2003), OCB may be differently interpreted by different people, depending on their situations. Within the hospitality context, service interactions involve people (i.e. employees, managers, and guests). The intangible interactions (such as reading, interpreting, and responding to guests requests or complaints) may sometimes give rise to ambiguity as to the extent of service frontline employees are expected to give, as there is uncertainty in service interactions. This uncertainty may cause confusion as to the extent to which frontline employees are expected or supposed to exercise OCB. The primary data show that frontline employees carry the mentality of paying attention to detail relating to their OCB when they interact with guests to provide a personalised service, cope with demanding guests, or deal with guest complaints. This indicates that frontline employees are conscious that their behaviour plays a critical role in influencing the guest experience. Further, the mentality of paying attention to detail appears to assist frontline staff in dealing with the uncertainties (e.g. various types of guest demands or requests) relating to task performance during the process of service delivery. The primary data point out that OCB is seen as crucial in service interactions.

Graham (1991) argues that it is important to understand actors' OCB intentions, although these intentions may not bring short-term organisational effectiveness, they may result in a stronger company performance in the long term. OCB as perceived by respondents appears indicate that the mentality of paying attention to detail is related to OCB. From the employee perspective, OCB may have an impact on the

quality of service and customer loyalty. The respondents pointed out that the mentality of paying attention to detail gives them some idea of how to exercise OCB throughout guest experiences. Before guests arrive, frontline employees are informed about special requests so that they can prepare in advance to meet guest needs. During the guest stay, sometimes the enactment of personalised service requires extra effort and time from frontline employees, especially when customers make requests beyond the service standards. This suggests that OCB may be viewed as empowered behaviour. Further, the primary data indicate that employee OCB is seen as essential in order to help guests recover from service incidents or mistakes. In this sense, the primary data show that, to some extent, frontline employee OCB may be related to empowerment. The primary data also indicate that OCB is employed during the post-purchasing experience. This shows that guest experience is valued as important in this hotel company.

The primary data reveal that most respondents expressed that they are motivated to go the extra mile when they are clear about what to do and what is happening in the workplace. This shows that keeping communications fluid and sharing information may result in positive employee behaviour. The primary data suggest that frontline employees feel positive about their workplace when information is shared with them. When feeling positive, they are inclined to participate in decision-making or problem solving, especially when they get sufficient information relating to the hotel operations and performance. This suggests that open communication and the sharing of information may be used by managers and management to assist employees exercising OCB. It implies that an open and secure work environment in which employees feel positive to exercise OCB.

Apart from displaying OCB in relation to external customers, the primary data also suggest that OCB is also applied to internal customers (i.e. employees) in this hotel company. This indicates that OCB is applied to company colleagues to make teamwork possible, because good teamwork will reflect on guest experiences. Further, the primary data show that managers play a critical role in supporting line employee OCB: most respondents point out that they do feel motivated when their managers give them time, take the initiative to help them out or offer them emotional support. One line manager highlighted that it was important to get connected with subordinates in order to gain insights of issues. This manager further suggested that, if employee OCB is a desirable behaviour, employee emotion has to be taken into consideration. In addition, the primary data show that managers perceive their line employees as first and most frequent contact with guests, so they are encouraged to work independently. This shows that line employees are expected to take ownership of their decision-making. In this sense, this suggests that managers tend to choose to have trust in employees.

The primary data further indicate that line managers choose to support their employees when they make their decisions in relation to guest experiences. One manager pointed out that this was because he trusted that his employees knew what they could do to change the situations, but it is the guests who say whether they are satisfied with the results. From the line employee perspective, the primary data implies that trust in manager and trust in employee are related to OCB. When frontline employees get help from their colleagues or managers, they feel that they have time to go the extra mile.

6.1.2 Organisational citizenship behaviour and organisational culture

As shown in Section 5.2, the primary data reveal two major perspectives on organisational culture in this hotel company: the company motto and service culture. Most frontline employees pointed out that the company motto is to 'treat the way you want to be treated'. The results suggest that this concept underpins how external and internal guests are looked after in this hotel company. This highlights the idea that going to the extra mile is seen as part of organisational culture. Most frontline employees mentioned that they used this motto as a core concept in relation to dealing with the guest experience. This implies that 'to treat the way that you want to be treated' reflects the concept of going to the extra mile with fellow colleagues and guests in this hotel company.

The primary data show that the other major perspective embedded within the organisational culture of this hotel company is service culture. The results indicate that this company places an emphasis on service in relation to employee job attitudes and work behaviour. The findings highlight that service is seen as going the extra mile – to put the human touch to service interactions with guests in order to make them feel special. The findings further stress that employee behaviour has a key impact on the guest experience. The primary data show that this hotel company pays lots of attention to recruitment and training. This company believes that it is more important to recruit for attitude than technical skills, and it is indicated that the company is willing to invest in training people. The findings highlight that this hotel company look for potential employees who are willing to be empowered. This seems that they are looking for those who are willing to go the extra mile. The findings

reveal that this company looks for people who are attentive, responsible, and responsive, as these are characteristics of employees that can be empowered. The primary data reveal similar results to that found by Klidas et al. (2007) in their investigation of sixteen luxury hotels in Europe, that a customer-service oriented culture is viewed as a positive predictor of frontline employee empowered behaviour.

The findings suggest that training is employed to ensure that all the employees are clear about service standards and have the relevant knowledge and skills along with knowledge of the levels of the product or service that the hotel company intends to aim for. The results particularly highlight that training is used to develop frontline employee competence so that they can learn to make decisions on the spot accordingly: as frontline employees pointed out, there are always exceptions in service interactions. Taking these two perspectives together, the primary data suggest that OCB can support the company with a service-oriented culture and helps to recruit employees who feel empowered and can be empowered in this company.

In line with Ro and Chen (2011), the primary data reveal that organisational culture can help employees know how to bend the rules to provide the exceptional levels of service expected by their organisation. In support of previous arguments (Baum, 2006; Cheung, 2006; Duffy and Lilly, 2013), the primary data suggest that the idea of going the extra mile embedded within organisational culture is used to motivate frontline employee OCB in this company. More details on OCB and organisational themes embedded within organisational culture will be discussed in Sections 6.3, 6.4, and 6.5.

6.2 Managerial empowerment

Before examining the relationship between managerial empowerment and employee OCB, it is necessary first to look at perspectives of managerial empowerment: structure, discretion to act and training, which are all illustrated by the respondents – line employees, line managers, and HR managers – in three hotels within this company (see Section 5.3). The next discussion focuses on the relationship between managerial empowerment and frontline employee OCB.

6.2.1 Perspectives of empowerment

Structure

The primary data appears to suggest that, to some extent, the structure of a department has an influence on frontline employee OCB (see Section 5.3.1). First, the findings indicate that the Front Office department is multi-layered. Frontline employees perceive that this structure makes it easy to communicate with their managers or management. Both line employees (line managers) stress that they feel comfortable and free in looking for assistance or advice from their managers (senior managers). The findings point out that line employees (line managers) have a considerable amount of contact with line managers (senior managers). This appears that the flat structure motivates employees to get involved in OCB. The results support previous research (Raub, 2008; Stamper and Van Dyne, 2001) on the negative relationship between centralised structure and frontline employee OCB. Second, the primary data suggest that easy communications, managers' assistance and support within a clear and flat structure motivates employees to be flexible in

dealing with demanding guests. It suggests that employee OCB can be encouraged when easy communications are made possible within a flat structure.

Discretion to act

The primary data reveal that frontline employees perceive that they have the discretion to make decisions or resolve problems (see Section 5.3.2). First, consistent with an extensive literature, the primary data suggest that frontline employees need to be given the authority/power to respond to service incidents or unexpected requirements (Ashness and Lashley, 1995; Brymer, 1991; Bowen and Lawler, 1992; Klidas, 2001; Lashley, 1999; Maxwell, 1997; Parsons, 1995). However, the results suggest that the power/authority comes with the characteristics of the position within this company, instead of the title within the structure of the department. For example, the concierge employees appear to be given more power and responsibilities to act in supervisory roles (see Section 5.3.1). This shows that frontline employee OCB is not recognised in the same way as the empowered behaviour that is limited in its authority to make decisions. It indicates that frontline employees are encouraged to have genuine choice and independence within this organisation. This is in line with the organisational culture of this company because the company aims to provide tailor-made services to their guests (see Sections 5.1 and 5.2). The primary data suggest that the idea of empowerment in relation to on-the-spot problems or requests is not only defined within the extent of authority/power defined on the basis of the job position. Empowerment that is only recognised within the extent of job position may hinder employee behaviour. The findings suggest that employee OCB is supposed to be encouraged beyond the extent to which authority is given to an

individual on the basis of their job position. In this sense, frontline employees may feel motivated to take the initiative to be in charge of issues or problems at work, instead of ignoring them. Extending previous studies, the results suggest that being given the discretion to act may foster and develop frontline employee OCB.

Second, the primary data reveal that line managers play a role encouraging and facilitating line employee behaviour so that they can have a sense of freedom and support, and exercise their OCB accordingly. In a similar vein, the results also show that managers (senior managers) play a supportive role in encouraging line employees (line managers) to 'go the extra mile'. The results highlight that frontline employees perceive that it is important that line managers (senior managers) support the decisions of line employees (line managers) no matter whether their managers (senior managers) are in favour of them. Thus, the primary data appear to suggest that the discretion to act is not only given from the top down, but it is also supported from the top down. In this sense, frontline employees agree that this discretion to act plays a role in fostering and developing their OCB. As summarised by Hales (2000: 504), managerial empowerment appears to view the managerial role as 'facilitators, communications support, helpers, trainer, coaches, mentor and counsellors'. The primary data are consistent with the new managerial role identified in the previous literature, appearing to reveal that, to some extent, frontline employees may be willing to get involved in OCB because they feel confident and comfortable that their discretionary behaviour will receive support from their managers or management. The primary data appear to stress that both line employees and line managers view the support of their managers and management as important drivers encouraging them to exercise OCB during service encounters.

Third, in terms of the extent of managerial empowerment, the primary data reveal that there is a need to consider the difference between non-managerial and managerial positions (see Section 5.3.2). According to Kanter (1993) and Niehoff et al. (2001), access to resources is seen as managerial empowerment. In terms of access to resources, there is a difference between line employees and line managers. The primary data indicate that line managers have financial resources, such as the power to waive large amount of the hotel room charge due to complaints of noise disturbance. But the results show that line employees are clear about this and they would take the initiative to check with their managers when things appear to be out of their hands. From the primary data, access to resources appears to be aligned with frontline employee OCB. Along with previous literature, the data show that access to resources plays a role encouraging frontline employees to participate in the decision making process (Bowen and Lawler, 1992; Ergeneli et al., 2007; Lashley, 1996). Extending previous studies, the primary data suggest that access to resources has influence on frontline employee OCB.

Training

From the primary data (see Section 5.3.3), it shows that training is aligned with frontline employee OCB. First, the results indicate that all employees have to take the induction programme that covers the company's cultural standards (that refer to soft skills) and the core standards (that refer to technical skills). The findings also highlight that soft skills in relation to problem resolution and personal service are incorporated into the induction programme. This indicates that empowerment training is blended into the induction programme and reveals that employees are

expected to have the competence to make decisions and resolve problems in their early stage of their career with this company. In other words, the primary data suggest that managerial empowerment serves to increase problem-solving capacities at a line employee level. The primary data enable us to speculate that managerial empowerment should be altered accordingly within its organisational context in order to be more decentralised and have dispersed arrangements (Raub, 2008) in a way that may be more suitable for the hospitality context, given that employee OCB is a desirable behaviour.

Second, in line with Kelliher and Johnson's (1997) research in four- and five-star hotels in central London, the primary data from this study show that the company invests heavily in training. The results show that there are different types of training programmes (e.g. induction programmes, cross exposure, and supervisory programmes). The primary data reveal that managerial empowerment is incorporated in different areas and at different stages for frontline employees so that frontline employees are prepared to 'go the extra mile' through problem solving, helping colleagues, and supporting career development. This shows that managerial empowerment is blended into different types of training to prepare frontline employees at different stages of their working life in this company. It indicates that training not only aims to provide support for the employees to do their jobs better, but also helps them learn about the skills and economics of the larger organisation. The findings show that managerial empowerment initiatives are incorporated into the induction programme. This is in contrast to Maxwell's (1997) study in a four-star hotel, which found that managerial empowerment is not clearly incorporated into the training process at an early stage. Maxwell (1997) pointed out that it is imperative to

clarify the extent and implications of managerial empowerment. The primary data here confirm Maxwell's (1997) findings. The data indicate that managerial empowerment, which is incorporated into training, is in turn employed to motivate frontline employee OCB in this upscale hotel company.

Third, the findings show that empowerment training is not only used to achieve quality service, but also to encourage frontline employees to plan their careers in horizontal or vertical ways as a means of personal achievement. The primary data suggest that empowerment training does not only benefit the company, but is also of benefit to individual career development. The results point out that training serves to help frontline employees to plan their careers. This implies that training is used to increase frontline employees' loyalty to the company, as they may consider careers in this company. The findings reveal that frontline employees are willing to address issues relating to the content of training or make requests for advanced training. This means that training influences employee OCB (e.g. personal development). In other words, the primary data suggest that empowerment training focuses on personal development so that employees are motivated to take supervisory training programme when they are at line level. This approach can be seen as a tailor-made managerial empowerment initiative for treating frontline employees as internal customers. The results support a link between training and frontline employee OCB (i.e. personal development).

Fourth, consistent with previous research (Connolly and McGing, 2007, Jones et al.1997; Maxwell, 1997), the findings suggest that training plays a key role in facilitating frontline employee behaviour. Nevertheless, the findings appear

contradictory to Klidas et al. (2007) who show that training was not found to be a valid predictor of empowered behaviour in the hotel industry. The primary data highlight that there is a relationship between training and employees' empowered behaviour. Indeed, frontline employees have to exercise discretionary behaviour to deal with on-the-spot problems, especially in an upscale hotel company where guests tend to be more demanding. Ongoing training appears to be viewed as an effective approach, preparing frontline employees for an understanding of the extent and the implications of managerial empowerment in this company. This is similar to the way in which Chebat and Kollias (2000) highlight the concept of managerial empowerment that is usually employed as individual performance without written text on the basis of the context. In this sense, training is seen as a learning process to help frontline employees understand managerial empowerment in a concrete way so that they may get a sense of how to respond to on-the-spot problems in the hospitality context. According to Werner (2000), more OCB-related training is needed if OCB is seen as contextual performance. The primary data lends support for Werner's (2000) argument. The primary data indicate that training plays a key role in facilitating frontline employee OCB in this hotel company.

6.2.2 Managerial empowerment and OCB

As shown in Section 5.3, the primary data reveal a relationship between managerial empowerment and OCB on the basis of three perspectives of managerial empowerment (i.e. structure, discretion to act, and training). The results are similar to previous studies (Gilbert et al., 2010; Hales and Klidas, 1998; Klidas et al., 2007; Lashley, 1997; Parsons, 1995) that link managerial empowerment initiatives to employee behaviour. The primary data appear to reveal that managerial

empowerment plays a key role in facilitating frontline employee OCB in this hotel organisation. Extending Hales and Klidas' (1998) research on a negative picture of the relationship between managerial empowerment and empowered behaviour, the findings suggest that frontline employee OCB can be encouraged through managerial empowerment initiatives such as structure, discretion to act, and training. In other words, these initiatives are employed as approaches to foster and develop frontline employee OCB in this hotel company. Thus the primary data support a relationship between managerial empowerment and frontline employee OCB in the hospitality context.

Managerial empowerment is found to be conceptually similar to Kanter's (1993) structural empowerment theory. There is evident support for the relationship between Kanter's empowerment theory and OCB, mainly in the nursing profession (e.g. Gilbert et al., 2010). Consistent with the empirical study carried out by Gilbert et al. (2010), the primary data suggest that managerial empowerment plays a critical role in motivating OCB. With the exception of Gilbert et al. (2010) linking Kanter's (1993) theory with Organ's (2006) OCB relating to healthcare professions, this appears to be the first study to explore the linkage between Kanter's (1993) empowerment theory and Graham's (1991) OCB within the hospitality context.

6.3 Organisational politics

This section begins with a discussion on organisational politics as the data reveal that communications and the sharing of information are identified as two positive dimensions of organisational politics (see Section 5.4). Then it moves on to discuss the relationship between organisational politics and frontline employee OCB.

6.3.1 Perspectives of organisational politics

Communications

Various ways of communicating

As shown in Section 5.4.1, the primary data suggest that various ways of communicating are employed within departments and the hotel. The findings indicate that this company attempts to use various forms of communicating to inform employees with the financial and operation information within the department and the hotel. From the perspective of frontline employees, the results suggest that an emphasis is placed on both formal and informal communications. The data indicate that frontline employees think these communications help them to feel confident in communicating with their colleagues in order to accomplish tasks within the department and the hotel. This suggests that employees perceive that communications to tell them what is going on within the department and the hotel are helpful and useful for work-related matters. Frontline employees may have a challenging and demanding work environment in the upscale hotel. They are likely to face more demanding guests with higher levels of service expectations. In this sense, it is important to keep frontline employees informed so that they can be clear about their role expectation held by the guests and the company. This can motivate frontline employees to get their tasks organised. According to Parker et al. (1995), clear responsibilities and effective communication may be employed to create positive effects for organisational politics. The findings point out that employees perceive that they are well informed through communications and they are motivated

to communicate with each other. This implies that the work environment is friendly and open, especially as helpful and useful communications come from the top down.

Second, the primary data show that various ways of communicating are employed to look after both external and internal guests. These approaches include the use of database, briefings, handovers, short talks, handover books, meetings, newsletter, emails, and meetings employed to give frontline employees updates of operations to help them perform their work smoothly (see Section 6.4.1). The results highlight that frontline employees talk to guests a lot, on a daily basis, so they think it is critical to be informed about work-related matters in advance. Thus frontline employees can get well prepared with details of tasks, such as taking into account guest preferences before they arrive. In addition, the results show that communications can help employees to coordinate with each other to create the guest experience. If employees are unclear about what is going on or what guests need or want, they will find it hard to achieve guest expectation, as production and consumption occur at the same time within the hospitality context. Besides, employees may feel powerless even if they are willing to give a hand to their colleagues because they have no idea what is going on. Those who need assistance from other colleagues or across departments may feel frustrated with demanding guests. In this sense, it will be hard to expect employees to exercise the company motto – treat the way that you want to be treated. Witt et al. (2002) indicate that organisational politics can have positive effects on contextual performance and interpersonal facilitation. These findings show that frontline employees' extra efforts may be encouraged through various ways of communicating (both formal and informal) in order to make a satisfying guest experience possible. This suggests that communication influences frontline employee OCB because it

creates a work environment in which employees are comfortable and are confident about sharing and receiving operational information.

Third, the primary data also suggest that lots of attention has been paid to communicating guest complaints between frontline employees to make sure that the same mistake will not happen again. This indicates that this company does not mind communicating guest complaints to their employees and may imply that the company cares about the issues and expects their employees to have an understanding as well. This helps to put frontline employees at ease as usually the focus of service incidents appears to pay more attention to service recovery – i.e. is more guest-centred approach. In addition, the findings suggest that the main purpose to communicating guest complaints is not only to ensure that guests who have had a disappointing experience can be looked after with extra care during their stay, but also to help frontline employees learn from experience (e.g. how far they can compensate the guests). It helps frontline employees to feel confident about going the extra mile, such as by searching for solutions when they come across the incidents or requests that are not formally written into their job descriptions. Besides, communicating guest complaints properly may prevent gossip spreading to guests and employees. Not only does this help reduce the tension in service encounters between frontline employees and guests, but also helps to increase the level of employee morale, especially when employees come across rude guests. In general, it helps to create a healthy and positive work environment in which frontline employees may feel confident and secure in exercising OCB. This appears to be similar to Drory and Vigoda-Gadot's (2010) suggestion that organisational politics can be used to establish positive work relations in the workplace.

Fourth, Information-seeking behaviour is related to socialisation and has an impact upon job performance (Morrison, 1993). The primary data suggest that informal communications create a friendly work environment in which employees are motivated to ask for assistance. At the front line within the hospitality context, it is common to come across unexpected incidents. Thus extra efforts and time from frontline employees may be required to deal with on-the-spot problems or requests. Frontline employees may find it difficult to accomplish their tasks if they do not communicate with their colleagues to get assistance. Morrison (2002) point out that employees feel committed when social integration is strengthened. The primary data show that informal communication between employees allows discussion on problems so that they are able to take over incomplete tasks from each other or pay extra attention to guests who may have special requests or need more help. This suggests that communications regarding operative tasks help to motivate frontline employees to open up and talk about the challenges that they come across. In short, the findings suggest that frontline employees perceive informal communication as a common and easy way of searching for assistance within the department. It appears that employees may feel positive in this work environment so that they feel comfortable acting in this way (i.e.do not mind giving/receiving help in an informal way).

Finally, the primary data show that frontline employees perceive that communications through meetings are also used to keep them informed and their voice heard. The findings suggest that meetings within the department and across departments can provide a platform for sharing information and having discussions on updates, issues and problems. Within the department, the meetings are employed

to share the updates and the experiences relating to on-the-spot problems. As guests are around all the time in the hotel, it can be challenging for frontline employees to find a suitable time and place to discuss issues. Thus having a regular meeting allows frontline employees to have a chance to sit down to share experiences, opinions, and updates. The results show that meetings encourage frontline employees to carry out follow-ups because they are encouraged to bring them up to the meetings. The data also suggest that meetings across departments are expected to help frontline employees understand what is going on in other departments. This implies that line managers need to encourage their line employees to speak out about what is going on within their department, because line employees tend to have more direct contact with guests than line managers: line managers are then able to share information on what is going on with other department heads.

Moreover, the findings also highlight that most communications relating to issues occur within the department because frontline employees perceive that it is an easy way to get things resolved. The results suggest that there is a culture of communication between frontline employees to help them carry out follow-ups or resolve problems. Frontline employees are aware that taking the initiative to communicate both positive and negative matters is important within the hotel and the department. Also, they are willing and motivated to carry out follow-ups and share opinions to make improvements. This demonstrates that employees perceive that it is equally important to communicate positive and negative matters. The primary data suggest that communications through meetings create a sense of teamwork within the department and the hotel. Teamwork is viewed as an important factor impacting on employee performance in the hospitality context; this indicates that this company

creates an open and positive work environment in which employees are dedicated to teamwork across departments. Morrison (2002) points out that employees feel more committed to their jobs when their friendship networks include individuals and different unites and levels in an organisation. The primary data suggest that communications through meetings appear to be related to employee dedication to their workplace. When employees perceive their workplace as an open and secure environment, employees seem to be committed to teamwork across departments.

The results highlight that GM meetings between the Hotel General Manager and line employees are adopted to encourage line employees to address issues related to them, as the meetings represent a platform where line employees are given the chance to put things on the table with management. Within the department, frontline employees are motivated to address issues or offer ideas to their representative before she/he attends the GM meeting because they know their voice will be heard. This shows that line employees know that their voice can be heard by management and the GM meeting can be viewed as a positive approach, encouraging line employees to come up with suggestions which help to improve operational or other employee-related issues. Thus line employees feel encouraged to pay attention to operational problems such as guest complaints or service incidents because they do not only know that they are encouraged to solve problems, but they also understand that they will be able to discuss changes if necessary. Within the hospitality context, line employees are always the first and last contact with guests. It is likely that line employees will formulate guests' opinions regarding products and service. During the process of the service delivery, unexpected requirements or service incidents may happen. It is always line employees that guests turn to ask for help in the first place. Thus it is

important for line employees to create the perspective of paying attention to the details of services which may bring a surprise to guests or help prevent incidents from happening. This can be seen as OCB. The GM meeting thus plays a critical role in encouraging line employees to exercise OCB because they know that they have direct channel they can use to communicate operational issues to management. Moreover, this meeting also offers line employees the chance to have face-to-face communications with management to speak out their needs and wants. This means the GM meeting creates a bridge between line employees and management. This reflects the customer-service oriented culture for the treatment of employees, which in turn is employed as a driver motivating line employees to exercise OCB in service encounters.

Organisational politics may bring a positive impact on the organisation (Kumar and Ghadially, 1989). Overall, the results indicate that various ways of communicating are employed to create a work environment in which frontline employees view their jobs as ordinary but valued. Frontline employees' voices can be heard through both formal and informal communications. This suggests that communications are used to create an environment in which employees can feel comfortable and free to address opinions or have discussions about problems. Thus both formal and informal communications can be seen as key for creating an open and secure work environment. In short, the primary data suggest that an open and secure work environment helps to foster and develop frontline employee OCB.

<u>One to one communications</u>

First, the primary data suggest that one to one communications are employed to create a positive environment for good working relationships between employees and their fellow colleagues as well as their managers. The results indicate that frontline employees perceive that chatting and exchanging information with their fellow colleagues or managers can occur at any point. The findings highlight that the hotel is a 24-hour working place so that it can be a stressful work environment. In this sense, it is important to create a secure environment where employees are motivated to keep their managers updated with what is going on within the department and the hotel. Due to the nature of hospitality products and services, it is challenging to maintain steady service quality as can be done in manufacturing sectors. Mostly, it involves people in the process of production and consumption at the same time. The results indicate that frontline employees are keen to keep each other informed through one to one communications. This suggests that one to one communications make the work environment informative and transparent. An information and transparent work environment can help frontline employees to be clear about their role expectations. In this sense, perhaps, they feel motivated to exercise 'reciprocal OCB' such as by taking the initiative to keep their managers informed.

Further, the primary data highlight that one to one communications are seen as a useful way to clarify issues between two parties (e.g. line employees and their managers or line managers and management) in this company. This indicates that frontline employees do need the support of their manager or management when they participate in decision making to solve guests' problems. If line managers have

quality relationships with other departments and management, this benefits the support they provide for their line employees. Perhaps open communications between employees can be seen as a positive approach for line managers to build up positive relationships with other departmental managerial employees. Having positive relationships may help them to feel like 'going the extra mile' to support their line employees. T data suggest that one to one communications with management encourage line manager OCB. This indicates that line managers are thus seen as the intermediate link between line employees and management. If a company aims to treat its employees as internal customers within the hospitality context, it is imperative to pay attention to managing the relationships between line managers and management. This is because line managers have the chance to work closely with line employees. Thus line managers may create efficient results for an organisation when they have a better understanding of the use of influence behaviour relating to personal interest affect others' decisions (Ferris and King, 1991).

Third, the primary data suggest that frontline employees are in favour of talking about how to improve their performance, or about guest complaints relating to them, through one to one communications. The results highlight that frontline employees are willing to talk about their mistakes or guest complaints when they are treated with respect. The findings also indicate that line managers use one to one communications to praise their line employees, to make them feel motivated to go the extra mile the next time as their OCB is acknowledged and supported. The results also reveal that one to one communications are used to create mutual communications so that line employees' voices can be heard. When frontline employees are aware that their voices can be acknowledged, they are motivated to

come up with ideas and suggestions. Additionally, the finding shows that HR managers have quality relationships with frontline employees by adopting the open door policy and walking around the hotel. All sorts of one to one communications play a critical role in making frontline employees know that they are valued. More importantly, this shows that frontline employees are offered opportunities to communicate with line managers and HR managers directly. It indicates that one to one communications play a critical in developing frontline employee OCB, because one to one communications help to create a friendly and positive work environment in which frontline employees feel respected and valued.

To sum up, the primary data reveal that various ways of communicating (both formal and informal) and one to one communications help to create a friendly, open, and secure work environment that can reduce or ease the tension in a workplace which involves lots of human interactions. An individual employee can be clear about what they can do to accomplish their job in a better way when they are well informed. In particular, tailor-made products and service are expected in the process of service delivery within this company, so that communications play a key role in facilitating frontline employee OCB. In addition, the primary data suggest that one to one communications can be considered as a positive approach enabling frontline employees to be motivated to discuss incidents or look for solutions. The data suggest that communications are beneficial for both the individual and the company as it helps to create a positive and open environment in which employees feel able to communicate and to be communicated with, in order to make guest experiences satisfying, as well as solving their own problems. If human activities (i.e. formal and informal communications between employees in the present study) are viewed as

positive in an organisation, it can be argued that communications play a key role

enabling frontline employees to develop their OCB through the lens of organisational

politics. Thus the phenomenon of organisational politics can be seen as positive

perspectives (Drory and Vigoda-Gadot, 2010; Fedor et al., 2008; Kumar and

Ghadially, 1989).

The sharing of information

<u>Information relating to the company</u>

According to Kacmar and Baron (1999), political behaviour in organisations is

necessary to their effective operation. Vigoda (2002) further points out that

organisational politics is a multifaceted combination of power, influence, and

interest-seeking behaviours that have effects on members' activities within an

organisation. The primary data indicate that frontline employees have access to a

wide range of company information, from job vacancies to updates about hotels in

this company. The findings show that most frontline employees perceive that the

operations announcements are relevant to their work, so they are motivated to read

and share them with colleagues and guests in order to avoid confusion or

disappointment, for example if they know what is going on in other branch hotels

(e.g. the phone has gone out of order). This can be seen as OCB related to task

performance. Besides the operations announcements, most frontline employees are

interested in reading about job vacancies and staff movements. This may be because

this type of announcement can be related to their career development within the

company. The results indicate that job promotion and staff movement

announcements give frontline employees an aim in work: they know that there is an

opportunity to advance within the department, the hotel, and the company. Undoubtedly, this can be seen as an advantage for employees working in a large hotel company. The sense and the reality of moving forward in their career development can be seen as a positive motivator in the long term within the hospitality context which is notorious for its emotional stress, low salary, long working hours, diverse shifts, and limited career opportunities. Information relating to job promotions can be regarded as a useful tool as this type of information makes line employees aware that they have such opportunities. It helps them to establish achievable goals for their own career development along with the growth of the company. In addition, it can reduce the level of unhelpful gossip because employees talk when someone leaves, resigns, or transfers. If a position is available and not posted, this may reduce the level of employee work motivation such as commitment, loyalty, and trust. Parker et al. (1995) suggest that politics is related to career development opportunities. In short, sharing information relating to job promotion opportunities and staff movements appears to motivate frontline employee OCB in relation to their operational work on a daily basis and career development in the longer term. Additionally, the results indicate that frontline employees perceive that it is important to know the direction of the company, especially during a recession. The findings further indicate that frontline employees are willing to pay more attention to help the company to save energy and money when they are informed about how the company plans to cope with financially difficult times.

Overall, the primary data show that the company want to connect with their frontline employees through sharing company information because doing so may be related to employee performance and personal development. When employees feel that they

have a sense of attachment to their company, they may be motivated to apply what they know to their daily work behaviour, such as by saving energy or passing on useful information to their colleagues or guests. Thus the primary data suggest that sharing company information creates frontline employee awareness that their job behaviours are considered as a vital component relating to their company's success so that they are inclined to exercise OCB.

Information relating to the hotel

Drory and Vigoda-Godat (2010) point out that the positive consequence of organisational politics can be the combination of personal goals with organisational goals and the establishment of positive work relations in the workplace. The primary data show that each hotel shares a range of information covering financial performance and guest complaints with their frontline employees. The findings indicate that frontline employees agree that sufficient information relating to the hotel makes them feel that their efforts are linked with the hotel performance. This shows that sharing hotel performance influences employee attitudes and behaviour. The findings further highlight that having access to guest information helps frontline employees to prepare for guests' needs and wants in advance, so that they feel confident in dealing with guests when they arrive. This indicates that frontline employee OCB can be fostered and developed by employees receiving sufficient information in advance. The findings also point out that frontline employees can be better prepared when they receive guest information from the sales team. This indicates that frontline employees are motivated to exercise OCB when they receive sufficient information, such as by taking the initiative to pay attention to details

before guests arrive. This also reveals that information is shared promptly and smoothly across departments. It suggests that sharing information makes the work environment transparent within the hotel.

Additionally, the findings show that guest complaints are shared in the database throughout the hotel so that each frontline employee can have access to read such information. Except for the doorman, frontline employees also have access to note down guest complaints in the database as reminders. This indicates that most frontline employees are encouraged to share guest complaints with their fellow colleagues and managers. The doorman has no access to write guest complaints, but does have access to read guest complaints and receive emails regarding guest complaints. Perhaps the Front Desk is seen as the heart of the hotel so that frontline employees behind the desks are still viewed as the employees who would most likely be the first contact point for guests to address their requests or problems. In short, the primary data indicate that both positive and negative information are shared within the department so that frontline employees (except the doorman) are motivated to write up guest complaints. This shows that guest complaints are treated as being important and in a proactive manner and may be a result of the atmosphere of the work environment being open and secure within the department so that frontline employees feel fine and positive about sharing guest complaints in the database. Similar to Morrison's (1993) suggestion, information-seeking behaviour has an impact upon job performance. Researchers suggest that organisational politics is related to in-role job performance (Aryee et al., 2004; Miller et al., 2008).

Information relating to the department

The primary data show that frontline employees place an emphasis on the operations information, such as details of all events that are shared in the database as well as in emails and flyers across departments. This indicates that several approaches are used to make information available to help frontline employees pay attention to details during the process of service delivery. The findings also point out that it is important to establish a communication channel within the department so that information can be passed down in an informal way from top to bottom. The findings highlight that frontline employees can learn from experience by speaking to their line managers or fellow colleagues to get advice on how to resolve problems and indicate that when they have sufficient operation information, frontline employees feel that they have freedom of choice in relation to how they can get their tasks organised. Researchers suggest that organisational politics can be related to participation in decision-making (Aryee et al., 2004; Parker et al., 1995). The results also reveal that a culture appears to exist in this hotel company in which frontline employees feel able to search for and share information with their managers or fellow colleagues within the department. This suggests that the work environment is friendly and helpful so that frontline employees feel comfortable giving and receiving information. The primary data suggest that a friendly and helpful work environment exists in which frontline employees are inclined to exercise OCB. Given human activities (i.e. sorts of the sharing of information in a formal and informal ways between employees in the present study) are viewed as positive in an organisation, perhaps, it can be argued that the sharing of information play a key role enabling frontline employees to develop their OCB through the lens of organisational politics. Thus the phenomenon

of organisational politics can be justified as positive perspectives (Drory and Vigoda-Gadot, 2010; Fedor et al., 2008; Kumar and Ghadially, 1989).

6.3.2 Organisational politics and OCB

The primary data show that communications and the sharing of information help to create an open and secure work environment in which frontline employees feel comfortable and encouraged to go the extra mile within the department or across departments in this hotel company. This suggests that communications and the sharing of information can be identified as positive proxies of organisational politics. Several key points extracted from the primary data show that both formal and informal communications are fluid and employees receive sufficient information to help them feel positive and secure at work. First, when frontline employees are informed that it is going to be a busy day, they can not only prioritise in advance how the tasks can be done, but they also have time to ask for help from other colleagues. Second, the results highlight that guest experiences are recorded in the computing system, which allows frontline employees to understand guests' experiences while they are staying in the hotel and know about what has happened with guests. Third, the findings show that communications and the sharing of information help to avoid making the same mistakes again and, to some extent, get to know how to exercise OCB. Fourth, the findings show that when information is communicated, it helps frontline employees understand the direction of their company so that they are aware of saving resources for their company, instead of worrying about their security, particularly at financially difficult times in the economy. Overall, the primary data indicate that communications and the sharing of information makes the environment transparent and secure so that employees' political behaviours appear to fulfil self-

interest (e.g. look for help in order to get an individual employee's tasks accomplished) and the interest of their company (e.g. take the initiative to look after the disappointing guests) at no cost to others or to the company. In short, the primary data suggest that an open and secure work environment helps to foster and develop frontline employee OCB in this hotel company.

Further, in line with Gandz and Murray's (1980) argument, the findings suggest that employees believe that political behaviour is necessary in many cases. The findings confirm that political behaviour is necessary in some cases in organisations as it can create chances for getting to know colleagues' situations, which, in turn, may encourage reciprocal OCB as the concept of treating the way that you want to be treated is promoted between internal guests (employees). In the hotel industry, reciprocal OCB such as helping colleagues or sharing information between employees can be seen as a critical support system influencing the process of service delivery in the hospitality context. For example, the primary data point out that one to one communications are used to look after both external and internal guests (i.e. employees) to clarify operational matters or go through issues. The results highlight that most people are in favour of having one to one communications when they come across negative guest comments. When they are treated in a respectful way, they feel motivated to learn from experience and are encouraged to exercise OCB. This can be seen as a type of reciprocal OCB, for example when frontline employees feel that they get help and support from their colleagues or managers when they come across rude customers. Therefore the evidence appears to confirm that organisational politics can positively impact on OCB when employees are encouraged to go the extra mile within a positive and open political environment.

Similar to Davis and Gardner (2004), the findings suggest that organisational politics can be seen to have a positive function on the basis of the actors' intentions. In parallel with previous arguments (Kumar and Ghadially, 1989; Fedor et al., 2008), the findings suggest that organisational politics may be seen as a positive driver for organisational outcomes. The findings suggest that communications and the sharing of information help frontline employees to get tasks accomplished in the workplace. The findings reinforce Fedor et al. (2008): the positive sides of politics are identified as communications and the sharing of information in the present study. Extending previous literature (Danaeefard et al., 2010; Hsiung et al., 2012), the primary data support a linkage between organisational politics and OCB.

6.5 Trust

In this section, the starting point is a discussion on perspectives of trust. The data reveal that trust can refer to a trusting relationship/environment between line employees, line managers, management, the hotel, and the company. It then moves on to discuss the relationship between trust and OCB.

6.4.1 Perspectives of trust

Having trust in the first place

In line with work by Mayer et al. (1995) and Rousseau et al. (1998) on the conceptualisation of trust, from both a line employee and a managerial employee perspective, firstly, the primary data show that frontline employees choose to have trust in the first place in order to establish a quality relationship between employees. For example, the primary data suggest that frontline employees tend to have trust in

the first place with work-related matters when interacting with their colleagues. This suggests that sharing the same company philosophy, company standards, and core standards, and the training system help frontline employees to have a basic understanding of colleagues' work behaviours. The primary data also point out that these inspiring work behaviours (e.g. company standards) help to boost the concept of having trust in the first place between employees in this company. This appears that employees have trust in the organisation from a cultural perspective. The findings show that employees perceive that it is important to have a positive work relationship environment within the hospitality context. Perhaps this is because employees have lots of contact with their colleagues and guests when accomplishing guest experiences within the hospitality context. The results suggest that having trust in the first place is of importance in building up a positive working relationship between employees.

Second, the primary data show that there is a link between the concept of having trust in the first place and employee attitudes and behaviours. The findings show that employees are motivated to look for solutions. This indicates that having trust in the first place helps to increase levels of positive attitude. The primary data reveal that to have trust in the first place helps to boost employee confidence when making decisions. Line managers are unable to supervise their line employees all the time; they appear to be in favour of having trust in the first place, relinquishing some authority and offering support to encourage line employees to exercise OCB. It is worth noting that employees' attitudes need to be taken into consideration because it is important to have a willingness to exercise OCB. This is to do with the way employees perceive themselves in terms of confidence. The primary data indicate

that both line employees and line managers see the trust of managers and management as a boost to their confidence to exercise OCB. The results further indicate that line employees (line managers) feel empowered when line managers (senior managers) encourage them to make independent decisions by letting them know that they have trust in them (i.e. in line employees/line managers). Thus frontline employees are inclined to take the initiative to make decisions. This reveals that trust in employees has a positive impact upon frontline employee OCB.

Third, the primary data suggest that line managers (senior managers) create an awareness of I trust you and your decision, when line employees (line managers) are encouraged to 'go the extra mile'. The primary data also show that line managers (senior managers) encourage line employees (line managers) to see mistakes as valuable learning opportunities. This behaviour also indicates that line managers (senior managers) establish a quality work relationship by acknowledging that line employees (line managers) go beyond the boundaries of their job descriptions. This indicates that to do something 'wrong' may be better than doing nothing at all, because line managers (senior managers) view this as a learning experience. Further, this perspective helps to build up a positive relationship between line employees (line managers) and line managers (senior managers). Additionally, the results point out that having trust in the first place motivates frontline employees to exercise OCB within their team, such as by helping colleagues. This appears to suggest that having trust in the first place has a positive influence on employee OCB. In short, the primary data appear to suggest that having trust in the first place plays a role in facilitating frontline employee OCB as this aspect of trust appears to be perceived as

a positive tool for building up quality relationships between line employees (line managers) and line managers (senior managers) in this company.

Trusting relationship

First, the primary data suggest that frontline employees see 'help and support' as key in fostering a trusting relationship that reflects on the quality relationship between employees. On the one hand, when line employees know that their managers are always there and willing to help them, this increases the level of their trust in their managers. On the other hand, line managers perceive that to have trust in their employees is the key to encourage them to go beyond the boundaries of the job description when searching for solutions to service problems or making decisions. This appears to be consistent with the existing literature: repeated social interactions allow people to revise their perceptions that they have trust in others based on the characteristics of others' abilities, benevolence, and integrity (Chen et al., 2014).

From the perspective of frontline employees, the primary data reveal that support from line managers plays a role in establishing a trusting relationship between line employees (line managers) and their managers (senior managers). Within the hospitality context, it is common to come across unexpected demands from guests, particularly in upscale hotels. In such a situation, frontline employees are expected to respond to guests' needs or wants on the spot. Thus, it is understandable that frontline employees need a certain level of security; they need to know that their managers will support their extra-role behaviour. Frontline employees know help or support is available if they have to leave the Front Desk to give a hand to colleagues or guests. In this sense, the support of managers is seen as one of the important

elements in a trusting relationship between line employees and line managers, as exercising OCB can be challenging within the hospitality context. In line with Chua et al.'s (2008) perspective, the support of managers is seen as cognitive-based trust. This type of trust development needs to be done from the early stage when employees join the department, to encourage their OCB. If employees know that their managers are supportive, they will feel motivated to exercise OCB. It is imperative to have cognitive-based trust between line employees and their managers so that they have security to go ahead to exercise OCB.

This supportive approach, through interactions with managers, helps to establish affective-based trust (Chua et al., 2008). The primary data reveal that when frontline employees have the support of their managers, they tend to find solutions to service problems or unexpected requests and they are willing to see guests as individuals at a personal level. This is worth noting for hospitality organisations that aim to serve niche markets because their guests tend to have high levels of expectations so that tailor-made products and services are anticipated during the delivery of service process. This shows that there is a link between affect-based trust and OCB. Without this willingness, it is doubtful whether frontline employee OCB could be developed: it is easier for frontline employees to turn down guest requests by referring to company policy. Also, to some extent, exercising OCB may make line employees feel that they are put in a risky situation if they are uncertain whether their managers expect them to go the extra mile (e.g. by bending the rules). Having both cognitive-based and affect-based trust, frontline employees are able and willing to respond to colleagues or guests promptly, instead of waiting to get proof from their managers or choosing to ignore the problem. In addition, the primary data indicate that affect-

based trust gives line employees a sense of belonging that motivates them to exercise OCB. This can be explained on the basis that affect-based trust plays a role increasing the level of employee attachment to the organisation, which appears to lead them to exercise OCB.

Second, the primary data reveal that 'respectful treatment', especially on the discussion of incidents or mistakes, is seen as key in developing a trusting relationship,. When OCB is a desired behaviour in a hotel company, it appears that frontline employees may have high levels of discretion to act. However, exercising discretion requires frontline employees to have improvised responses to on-the spot guest complaints or service problems. If managerial employees think these responses should have been different, it is critical for them to find the right time and place to communicate with their line employees, particularly when communicating negative issues. Within the hospitality context, it can be difficult to find space and time for managers to have private discussions with their line employees. To gain trust in line employees, line managers have to be aware that it is important to recognise line employees' intentions relating to OCB. During a discussion, line managers may have to be aware of line employees' emotions because it may not be a suitable time to have the discussion if they are in negative state. Listening to how line employees feel and think in relation to the issue may help line managers understand the issue. Then it may be suitable for line managers to suggest alternatives and have further discussions with their line employees. Thus it can be seen that the whole process of communicating negative issues is to aim to make line employees realise that they are treated in a respectful way. This reflects a trusting relationship between line employees (line managers) and line managers (senior managers). In short, the results

suggest that help, support, and respectful treatments are employed to build up a trusting relationship that has a positive impact upon frontline employee OCB.

6.4.2 Trust and OCB

First, the findings show that, within the hospitality context, trust relates to the attitude and space that are given to colleagues for risk-taking in relation to problem solving between actors. The findings here indicate that when employees have trust in their company, their actions will be beneficial rather than detrimental. The findings here suggest that trust-in-organisation helps to facilitate frontline employee OCB. This supports previous studies (Chiaburu and Byrne, 2009). Furthermore, the findings suggest that management and the company have trust in frontline employees. This indicates that trust between employees and the organisation needs to be incorporated into the array of trust that is of importance when fostering and developing employee OCB.

Second, the findings suggest that trust plays a vital role in determining the quality of relationships that line managers (senior managers) have with their line employees (line managers). The findings appear to indicate that frontline employees believe that they will be given advice, back up, help, and support, and so are willing to exercise OCB. This suggests that trust helps to develop a close contact relationship between line employees (line managers) and their managers (senior managers). In other words, the evidence seems to indicate that where there is a trusting relationship between line employees (line managers) and their managers (senior managers), frontline employees are motivated to 'go the extra mile'. Extending the findings of

previous research (Colquitt et al., 2007), the findings here reveal that having trust in a relationship appears to involve giving employees space to exercise discretion.

In relation to trust within employee-manager relationships, on the one hand the findings show that line managers have trust in their employees so that they are willing to empower line employees. Consistent with previous studies (Brower et al., 2009; Lester and Brower 2003), the findings suggest that trust-in-employee is a critical prerequisite to establish a high-quality manager-subordinate relationship to prepare for the roll-out of empowerment. On the other hand, the findings suggest that line employees have trust in their managers so that they are happy to go the extra mile (see Section 5.3.1). Consistent with previous research (Brower et al., 2009;Colquitt et al., 2007; Gill, 2008), the primary data suggest that a culture of trusting the manager plays a critical role in encouraging OCB, contradictory to other studies (Lester and Brower, 2003; Mayer and Gavin, 2005). Similarly, the findings show that line managers actively seek advice from their management when they come across some questions or problems relating to work. In parallel with previous studies (Fang and Chiu, 2010; Wat and Shaffer, 2005), this finding indicates that trust in management has an impact on OCB. In short, the primary data here support a linkage between trust and frontline employee OCB.

6.5 Summary

The primary data identify that OCB is expected to be applicable to both external and internal guests in this hotel company. The results indicate that OCB is perceived as attention to detail during the process of service delivery. The findings show that two major perspectives of organisational culture are related to OCB. First is the company

motto: treat the way that you want to be treated. This perspective is related to the idea of going to the extra mile that is embedded within organisational culture of this company. Most frontline employees perceive 'treat the way you want to be treated' as a major assumption relating to organisational culture which has an impact upon their OCB. Second, the findings reveal that the concept of OCB is related to service culture embedded within the organisational culture of this hotel company, particularly in terms of recruitment and training. This shows that OCB can be used to support a company with service-oriented culture. Further, the results identify that three perspectives of managerial empowerment are related to OCB. The findings reveal that communications and the sharing of information are of importance to create a positive and open political secure work environment in which frontline employee OCB can be fostered and developed. The primary data support a linkage between trust and frontline employee OCB. Taken together, the primary data suggest that frontline employee OCB can be fostered and developed through organisational themes (i.e. managerial empowerment, organisational politics, and trust) from a cultural perspective. This lends support to previous arguments (Baum, 2006; Cheung, 2006; Duffy and Lilly, 2013); the primary data confirm that organisational culture plays a role in facilitating frontline employee OCB in this hotel company. In the next chapter, attention will be drawn to the theoretical debate in relation to the nature of OCB and its managerial implications in the hospitality context.

CHAPTER SEVEN CONCLUSIONS AND IMPLICATIONS

This final chapter considers the overall conceptual contribution of the present study to extend debate in the area of organisational culture and organisational citizenship behaviour (OCB). In particular, the present analysis of key organisational themes in the hospitality context can be used to further theoretical debate regarding the nature of OCB and its application in service settings. This chapter also identifies the managerial implications of the research for line managers, management, and the company and finishes by identifying the limitations of the study, directions for future research, and final reflections.

7.1 Responding to the research questions

1. How does managerial empowerment facilitate frontline employee OCB in the upscale hotel sector?

In the hospitality context, the initial concept of managerial empowerment refers to the delegation of decision-making authority and responsibility (Maxwell, 1997) and is usually related to frontline employees (Grönroos, 2000). Managerial empowerment practices often support Total Quality Management (Cheung, 2006) and service culture (Grönroos, 1990) in order to cater for guests' needs and wants during the process of service delivery, particularly when dealing with on-the-spot service incidents or service interactions. There is still a debate about the rhetoric of control and real discretion relating to frontline employee empowered behaviour when discussing their managerial empowerment (e.g. Klidas et al., 2007) in the hospitality context. It is often contended that managerial empowerment is a top-down approach relating to delegation of decision-making authority and responsibility. The primary

data suggest that service culture is supported by managerial empowerment initiatives in this hotel company, from a cultural perspective. If managerial empowerment is frequently confined to areas as service quality programmes, frontline employees may find it challenging to go beyond the boundaries when OCB is required to cater for guest expectations in service interactions. Due to the characteristics of the hospitality context, both production and consumption occurs in the same time. Additionally, guest expectations can be heterogeneous in the hospitality context. Frontline employee OCB can be seen as expected during the process of service delivery, especially by hospitality companies aiming to offer tailor-made products and services. Thus frontline employee OCB can be required to meet demanding expectations and unpredictable requirements. The findings highlight that it places an emphasis on the concept of attention to detail in it service culture, and this is embedded within the organisational culture of this company. This implies that frontline employees are encouraged to 'go the extra mile', and that appears to extend beyond empowered behaviour in this company.

From employees' point of view, the primary data point out that perspectives of managerial empowerment are related to structure, discretion to act and training, and these motivate frontline employees to exercise OCB in this company. The findings show that frontline employees have many interactions in relation to OCB within the structure. Especially, it highlights that line managers play a critical role in motivating line employees to go the extra mile with guests by helping out with line employee tasks. This shows that line managers are aware that it is important to allow line employees to engage in OCB with guests in their own way. Thus it suggests that OCB is not discouraged by the structure in this company. Further, the results

concerning discretion to act indicate that frontline employees are given the discretion to exercise OCB on the basis of the characteristics of their job positions. For example, the concierge employees act in a supervisory role even though they do not carry a managerial title. The findings highlight that the extent of the discretion to act means that frontline employees have freedom of choice to deal with guests requests or problems, rather than being restricted by the boundaries of the authority relating to their job titles or positions. In this sense, this indicates that frontline employees are encouraged to take the initiative to look for solutions in a proactive manner in this company.

Moreover, the evidence is in line with Maxwell's (1997) suggestion that managerial empowerment should be clearly incorporated into the training process at an early stage when employees join the company. Similar to previous studies (e.g. Cheung et al., 2012; Ro and Chen, 2011), the primary data indicate that training influences the chances of success of empowerment during the process of service delivery. In support of Nasurdin et al. (2014), who carried out research in the hotel sector in the non-western context, the primary data show that training programmes help to prepare frontline employees with task-related skills and knowledge so that they are more capable of exercising OCB. Werner (2000) suggests that placing an emphasis on OCB-related training is necessary if OCB is seen as contextual performance. The primary data indicate that 'paying attention to detail' is incorporated in training programmes, including the company culture standards and the core standards training in this company, because employee behaviour is seen as having a key impact on service delivery. This research supports Werner's suggestion. Apart from OCB relating to guest services, it is worth noting that the primary data further indicate that

training programmes motivate frontline employees to initiate plans for their career development in advancement of horizontal or vertical paths of advancement in the company. Similar to Nasurdin et al. (2014), the present study suggests that training not only offers frontline employees skills and knowledge related to tasks, but also may enhance their attachment to the company when they can relate training to their personal development in this company.

In the present study, the primary data suggest that the conceptualisation of managerial empowerment perceived by frontline employees appears to extend beyond the traditional idea of empowerment in relation to the concept of 'devolving the delegation of decision-making authority and responsibility' (Klidas, 2001:34). This broader sense of conceptualisation of managerial empowerment appears to foster and develop frontline employee OCB. Thus the primary data suggest that frontline employee OCB is fostered and facilitated through managerial empowerment with an emphasis on structure, discretion to act, and training. This suggests that frontline employees feel motivated to exercise OCB when they view managerial empowerment initiatives as being of help to them in performing their tasks, as well as aiding their personal development in the workplace. Extending Cheung et al.'s (2012) research studied on the association between managerial empowerment and employee productivity, the primary data suggest that managerial empowerment can have positive impacts upon frontline employee OCB.

2. How does organisational politics facilitate frontline employee OCB in the upscale hotel sector?

The primary data indicate that communications and the sharing of information are provided for frontline employees in both formal and informal ways. The findings indicate that frontline employees feel connected with their company when they have access to company information such as operations announcements and job promotions and staff movements. This shows that sharing company information which interests frontline employees helps to create a sense of employee attachment to the company. The findings further highlight that guest complaints as well as positive comments are shared in the database and most frontline employees (except the doorman) have access to write up guest complaints. This indicates that employee observations and voices are valued by the company: frontline employee experiences can be used to make improvements to hotel products and services. It also suggests that employees are encouraged to learn from mistakes and experiences through the sharing of information. Sharing guest complaints may prevent unhelpful gossip that can create tension in service interactions in the hospitality context as the process of service delivery involves people (i.e. employees, managers, and guests). When people are involved, it is unlikely that defects regarding the process of service delivery for guest experiences will ever be zero. Thus, it is of importance to share what is going on so that frontline employees can prepare in advance for demanding guests with higher levels of service expectations. Additionally, if guest complaints are shared, frontline employees can get to know how to approach disappointed guests. This will help to reduce the tension between employees and guests in service interactions.

Further, the results highlight that one to one communications are employed to clarify issues or discuss mistakes or get feedback, and line managers are seen as a critical communication channel between line employees and management. This indicates that informal communication (e.g. one to one communications) and the informal sharing of information (e.g. line managers act as a communication channel between line employees and management) are also used to create a positive and open political work environment in which frontline employees feel motivated to take the initiative to report mistakes or seek advice or assistance from company colleagues. According to Graham (1991), employee OCB covers task performance, extra-role performance, and political behaviour in an organisation. Initiating one to one communications and acting as a communication channel can be assumed to be political behaviours that may serve personal interests or organisational interests in a workplace. In this sense, the findings suggest that such political behaviours are employed as positive drivers for the displaying of OCB in an open and secure work environment.

In the hospitality context, OCB required to meet guest expectations can sometimes be related to tactics that employees learn from their colleagues or managers on the basis of daily operations. Given the work environment, employees are likely to behave in such a way that they are open to talk to each other, to assist each other in coping with service interactions and incidents. Assuming such a work environment, frontline employees will be encouraged to exercise OCB. The findings suggest that frontline employees feel able to speak about their problems, to search for solutions or report incidents, as well as share information with company colleagues, perhaps because the company has put in effort, by employing communications and the sharing of information, to inform frontline employees with what is going on within

the department, the hotel and the company. This shows that when there is a positive and secure work environment, frontline employees feel comfortable and confident in making informed decisions relating to both their tasks performance and extra-role performance. This can be an important factor of frontline employee performance, because the hospitality context can be viewed as a tense workplace involving many changeable and unpredictable human interactions on a daily basis. The findings show that having fluid communications between frontline employees and providing them with sufficient information relating to the company, the hotel and the department are important to the creation of a transparent work environment.

Overall, the findings indicate that frontline employees see political behaviours (e.g. the informal approach of sharing information) as positive motivators that help them improve their performance and motivate them to go the extra mile. From frontline employees' perspective, the findings suggest that communications and the sharing of information can be identified as positive proxies of organisational politics in this company. Recent studies suggest that the positive sides of organisational politics may occur at the individual, group, or organisational level (e.g. Fedor et al., 2008). The primary data suggest that communications and the sharing of information can be viewed as positive dimensions of organisational politics because they help to create a positive and open political work environment in which frontline employees feel motivated to exercise OCB. Therefore the primary data support the view that organisational politics may play a role enabling frontline employees to exercise OCB.

3. How does trust facilitate frontline employee OCB in the upscale hotel sector?

It has been suggested that trust is a basic foundation establishing the quality of employee-management relationships within the hospitality context (Gill, 2008). Trust can be seen as an indicator of the quality of trusting relationships between employees and management (e.g. Skinner and Spira, 2003). Within the trust literature, the most commonly cited definition of trust refers to a psychological state where one party is willing to be vulnerable to the behaviours that another individual involves in (Mayer et al., 1995; Rousseau et al., 1998). In line with this definition, the primary data suggest that 'having trust in the first place' is seen as an attitude that helps to encourage frontline employee OCB in the hospitality context. OCB is often required when dealing with on-the-spot problems. Frontline employees may feel demotivated without having this assertive attitude (i.e. having trust in the first place). The primary data suggest that organisational culture (i.e. 'treat the way that you want to be treated') helps to create this perspective that 'having trust in the first place' reflects how employees initiate their work relationship and teamwork in this company. Further, the findings indicate that training systems and inspiring behaviours (i.e. the company cultural standards regarding soft skills) also help to develop the perspective of having trust in the first place.

Within the hospitality context, employees need to be ready to engage in a positive teamwork with their company colleagues as soon as they start working. The findings highlight that it is important to have this perspective of having trust in the first place to create a positive work relationship between frontline employees. The findings indicate that line employees are open to having discussions with their managers on

work-related problems or on their own personal development. The findings also indicate that line managers are willing to share their opinions and encourage their employees to make decisions independently. This suggests that having trust in the first place has a positive influence upon employee OCB. It also implies that having trust in the first place helps to develop a positive relationship between line employees and their managers, because the primary data suggest that having trust in the first place increases levels of positive employee attitude towards feeling motivated to make decisions. In short, this perspective of trust appears to be beneficial in establishing a positive work relationship that has positive impacts upon employee OCB.

Second, the primary data suggest that 'a trusting relationship' is seen as key in the development of a positive work relationship that helps to encourage frontline employee OCB in the hospitality context. From the frontline employee perspective, the findings reveal that help, support, and respectful treatment are important in the building up of a trusting relationship. The results reveal that frontline employees are more willing to exercise OCB when they know that their superiors will back them up if things go wrong. Further, the primary data show that affect-based trust that is developed over time through social interactions brings impacts positively on frontline employee OCB. It is noted that trust is developed through repeated social interactions in which people learn about others' trustworthiness (Williams, 2001). Concerning trustworthiness, the primary data reveal that frontline employees perceive help, support and respectful treatment as constructs of trustworthiness of their managers. The existing literature suggests that trustworthiness comprises ability, benevolence and integrity (Mayer et al., 1995). The primary data offer

another set of elements of trustworthiness for the hospitality context. Perhaps this is because the workload can be changeable and the process of service delivery can be unpredictable in the hospitality context. Thus help, support, and respectful treatment are important if line employees (line managers) are to develop trustworthiness towards line managers (senior managers) in order to support positive work relationships between line employees (line managers) and line managers (senior managers).

Third, consistent with previous studies (e.g. Brower et al., 2009; Seibert et al., 2004), the primary data suggest that having trust in employees is a critical prerequisite to create quality relationships that positively influence OCB. The findings indicate that having trust in the manager and management helps encourage line employees to take the initiative to make decisions or have discussions with their line managers (senior managers). In parallel with previous studies (e.g. Fang and Chiu, 2010; Wat and Shaffer, 2005), the findings also reveal that trust in management has an impact on line managers' OCB. The findings suggest that trust, which is present in the relationships between line employees, line managers, and management, plays a role in determining the quality of relationships. Similar to previous research evidence (e.g. Colquitt et al., 2007), the findings indicate that having trust in a relationship gives employees space to exercise the discretion to act in resolving problems. Extending Gill's (2008) research, the primary data suggest that trust reflects the quality of relationships that, in turn, has positive impacts upon frontline employee OCB. Therefore the primary data suggests that trust enables frontline employees to exercise OCB.

7.2 Theoretical contributions of the present study

The present study contributes to an understanding that the role of OCB in the upscale hotel industry has an important role in business strategy. In support of previous arguments (Baum, 2006; Cheung, 2006; Duffy and Lilly, 2013), this research confirms that there is a relationship between organisational culture and OCB. Carrying on from the study by Klidas et al. (2007) on customer-oriented organisational culture and empowered behaviour, the present study suggests that OCB can support the company with customer-oriented organisational culture. Extending previous research on the relationship between organisational culture and employee performance (Asree et al., 2010; Kemp and Dwyer, 2001; Ro and Chen, 2011), this research argues that organisational culture in the hospitality context plays a key role in influencing frontline employee performance with a focus on managerial empowerment, organisational politics and trust.

Previous studies indicate that there is a link between OCB and managerial empowerment with a focus on organisational structure (Raub, 2008), empowerment leadership (Raub and Robert, 2010) in the hotel sector. The present study extends this link by discussing OCB and managerial empowerment in terms of structure, the discretion to act and training. Moreover, with the exception of the research by Gilbert et al. (2010) on the association between Kanter's (1993) theory and Organ's (2006) OCB, the present study appears to be the first study to link Kanter's (1993) empowerment theory with Graham's (1991) OCB. Extending research on managerial empowerment and employee productivity by Cheung et al. (2012), the present study suggests that there is a relationship between managerial empowerment and frontline employee OCB.

Within the hospitality context, the work environment tends to be full of uncertainty in terms of many human interactions between employees, managers, and guests. The present study suggests that communication and the sharing of information are identified as positive proxies enabling OCB in the upscale hotel sector, because they help to create a positive and open political work environment that can ease the tension caused by demanding guests with higher levels of expectations. Supporting Fedor et al. (2008), this research suggests that there are positive sides of organisational politics. As noted by Fedor and Maslyn (2002: 78), 'political behaviour can be considered positive when it is the only means available to organisational members to get things accomplished'. According to Graham (1991), OCB includes task performance, extra-role performance, and political behaviour. Within the hospitality context, it can be argued that sometimes 'going the extra mile' cannot be accomplished without displaying political behaviour in service interactions. Chang et al. (2009) points out that possibly perceptions of organisational politics 'may be qualitatively different from role-based hindrance stressors' (Chang et al., 2009: 795). This implies that the context should be taken into consideration, as role stressors vary from one context to another. They suggest that managers' social skills can be developed and utilised to create a positive social work environment. Based on a qualitative research approach, the present study appears to support Chang et al.'s (2009) suggestion.

The primary data argue that, in the hospitality context, OCB draws attention to the development of quality relationships between frontline employees. Two perspectives of trust are identified as 'having trust in the first place' and 'having a trusting relationship', which are related to OCB. The present study offers another view on

OCB, because there appears to be reciprocal behaviour between frontline employees. The present study suggests that reciprocal OCB is also important in the development of quality relationships between frontline employees. Thus the present study argues that reciprocal OCB appears to play a fundamental role in establishing quality relationships between line staff, line managers, and management. Consistent with previous studies (e.g. Brower et al., 2009), the findings highlight that trust-in-employee is a critical prerequisite if a high-quality manager-subordinate relationship is to be established to prepare for the displaying of OCB. The present study reinforces Zeddane and Connell's (2010) study in terms of trust and OCB. Extending the argument by Cheung et al. (2012) that trust is seen as a key factor enabling managerial empowerment in the hotel sector, the present study argues that trust is seen as key to fostering OCB when the implementations of managerial empowerment are taken into consideration.

7.3 Managerial implications of the present study

The present study aims to gain insights into the relationship between organisational culture and OCB in the hospitality context. Addressing the managerial implications of the present study, it can be noted that organisational culture plays a role influencing frontline employee OCB. The present study provides a well-defined set of organisational themes that form a framework of managerial practices supporting the workplace needs for motivating frontline employee OCB. These organisational themes (managerial empowerment, organisational politics and trust) contribute to the establishment of a tailor-made service focus throughout the company and sustain the core values of the company.

It can be noted that empowering practices have to be incorporated in the induction programme if OCB is considered a desirable feature within organisational culture. It is important that frontline employees understand the core values of organisational culture in a concrete way at an early stage when they join the company, as it takes time for them to understand these core values. Confidence and competence are seen as indicative elements for frontline employees feeling motivated to exercise OCB. To achieve an OCB-oriented workforce, an emphasis has to be placed on the practicalities of training programmes with a focus on soft skills, as this can be considered the basic and first step for exercising OCB (e.g. taking the initiative). According to Hoffman et al. (2007), OCB is strongly related to task performance. There is a need to place an emphasis on the awareness of OCB applied to internal guests (i.e. employees) because employee OCB helps to produce functional teamwork that reflects on the quality perceived by guests during the process of service delivery within the hospitality context.

To encourage frontline employees to exercise OCB, it is important to create a positive social environment where they are willing to go the extra mile in human interactions with company colleagues and guests. This can be challenging in the hospitality context because of unpredictable demands from customers and a changeable workforce. Gill (2008) supports a link between trust in managers and employee dedication. This suggests that line managers play a critical role influencing frontline employee OCB. Trust is developed through repeated social interactions that allow people to revise their perceptions of others' trustworthiness related to work behaviour (e.g. Chen et al., 2014). Thus line managers need to be aware of the importance of quality relationships with line employees. There are several

approaches that managers can be encouraged to employ in order to create quality relationships with their employees as well as a positive social work environment. For example, providing clear feedback helps employees understand what desirable behaviour their organisation expects (Rosen et al., 2006) and letting employees know that they are valued helps to improve employee exchange perspectives with the company (Chang et al., 2009).

7.4 Reflections on the limitations of the present study

Employing a qualitative approach provides detailed, in-depth and rich data. This exploratory research helps to provide insights into organisational culture with a clarified understanding of the studied context. However, this approach appears to impose several constraints on the study. First, as an exploratory research project, the aim is to identify the extent to which organisational culture plays a role in influencing OCB. Organisational culture is a complex and contested concept but, with limited time, the researcher conducted interviews based on questions prepared in advance. Thus it was difficult for the researcher to explore other possible organisational themes that came up during the interviews. In addition, there were two other emergent issues – the relationship between HR and frontline employees and employer branding as they appear to impact on frontline employee OCB. Unfortunately, it was impossible to further explore these themes within the interviews.

Second, the present study only focuses on frontline employees' perspectives within the Front Office Department, and therefore implications arising from the study may not be commonly applied to all the employees in this company. Also, one HR manager suggested that the study should have included frontline employees within the Food and Beverage (F&B) Department as the majority of them are full-time staff. It would be of interest to see whether these frontline employees have different perspectives on the relationship between organisational culture and OCB because their on-the spot problems are more specific issues to do with food or drink. The HR manager also mentioned that F&B frontline employees often 'go the extra mile', for example, by giving guests surprises. On learning that some guests were heading to Paris a few days later, a waiting staff member from Paris brought in a paper full of travel tips for Paris. Unfortunately, in the present study, these frontline employees were not included.

7.5 Directions for future research

For future research, the researcher recommends the following:

1. Replication of the present study with back office staff, as this case study research only covers frontline employees. It is noted that frontline employees within Front Office Department sometimes have to work closely with housekeeping staff to exercise OCB. Although housekeeping employees have fewer direct interactions with guests, they may sometimes be required to go the extra mile by their colleagues (frontline employees) or guests, particularly in upscale hotels where guests tend to have high level expectations relating to

products and service. In this sense, it is of importance to explore the relationship between organisational culture and housekeeping staff OCB.

2. Replication of the present study with different hotel groups, as different employment relations and different employee-customer relationships may result in different outcomes (Ma et al., 2013).

3. Replication of the present study in other service settings. Exploring the subject within different sectors would lead to developing theory that in turn could lead to better understanding of how organisational culture motivates OCB.

4. Replication of the study in different cultural contexts (different countries) as a basis for comparison. OCB literature is mainly concerned with western countries (Wang and Wong, 2011). OCB in other cultures needs to be explored, as national culture may have an impact on employees' perspectives (Yen and Teng, 2013).

7.6 Final reflections

By uncovering the antecedents of frontline employee OCB, the present research highlights the importance of organisational culture, with a focus on three key organisational themes: managerial empowerment, organisational politics and trust. The present study emphasises that managerial empowerment needs to go beyond the traditional perspective of authority and power if frontline employees are expected to 'go the extra mile'. In relation to managerial empowerment, two key points are highlighted. Empowerment training can be incorporated into the induction programme if frontline employee OCB is a desired behaviour in the upscale hotel sector, because this boosts the confidence and competence of frontline employees in

service interactions. If the concept of OCB is about paying attention to detail during the process of service delivery, it is important for hospitality organisations to take this concept into consideration at the stages of recruitment and training, because it is believed that changing employee attitude is harder than changing their technical skills.

It was evident from the primary data that to put managerial empowerment in place to enable communications and the sharing of information are recognised as positive proxies of organisational politics, enabling frontline employees to develop their confidence and competence in exercising extra-role behaviour in a positive social work environment. In particular, line managers' political skill behaviours may be viewed as positive drivers having a positive influence on employee performance. It is clear from this case study that frontline employee OCB is underpinned by trust (i.e. trust in the employee, trust in the manager, trust in management and trust in the organisation). This places an emphasis on encouraging taking the initiative to deal with on-the spot problems, rather than making a passive choice or avoiding dealing with dissatisfied guest experiences because of worries that making the wrong decisions can lead to negative consequences. Moreover, the present study further highlights that the importance of a trusting relationship consists of help, support and respectful treatment between frontline employees. This reflects that the core value of organisational culture (i.e. treat the way that you want) is applied to internal guests (employees). Therefore, taking these key organisational themes together, the present study argues that organisational culture plays a key role in enabling frontline employee OCB in the upscale hotel sector.

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APPENDICES

Appendix A: The basic interview guide for line employees, line managers and the HR managers

*Note: this is the basic, all questions modified and other questions added throughout the data collection according to interviewees' responses.

Interview questions for line staff

What information does the company share with you in order to enable you to perform your duties? How is it shared? Is there more that should be shared to assist you in attending to guests needs?

1. How can such information influence your feelings and behaviour at work?
2. How do you find out what is going on in your department/hotel/company?
3. How can they influence your feelings and behaviour at work?
4. Does the company share sensitive information (such as financial performance, guest complaints)? Yes, how is it shared?
5. How can this influence your feelings and behaviour at work?
6. What power do you have to make the decision in order to solve the problem?
7. How can this influence your feelings and behaviour at work?
8. How can your immediate supervisor/manager win your trust?
9. How can this (your trust in your supervisor) influence your feelings and behaviour at work?
10. Do you have the training programme regarding skills of problem-solving (i.e. service incidents)?
11. What impact does affect your feelings and behaviour at work?

Interview questions for line managers

What information does the company share with you in order to enable you to perform your duties? How is it shared? Is there more that should be shared to assist you in attending to guests needs?

1. How can such information influence their attitudes and behaviour at work?
2. How do you know what is going on in the department/hotel/company?

3. How can they influence your feelings and behaviour at work?

4. Does the company share sensitive information? Yes, how is it shared?

5. How will this influence your feelings and behaviour at work?

6. What power do you have to make the decision to solve the problem?

7. How can this influence your feelings and behaviour at work?

8. How can frontline staff win your trust?

9. How can this influence (your trust in your subordinates) your feelings and behaviour at work?

10. Do you have the training programme regarding skills of problem-solving (i.e. service incidents)?

11. How does this programme affect your feelings and behaviour at work?

Interview questions for the HR management

1. What information do you share with the front office staff and how is it shared?

2. How do you know what is going on regarding the front office?

3. Do you share sensitive information with the front office staff?

   If yes, how is it shared?

4. Do you have the training programme regarding skills of problem-solving (i.e. service incidents)?

5. How does this programme affect frontline employees' feelings and behaviour?

Appendix B: An example of transcribed interviews

<u>A line employee's interview</u>

[00:02:35.68]

Certainly, I am basically a concierge and there are 4 of us on the same level doing the same job. At the moment, we are reporting to our concierge manager, but at the moment we haven't got one. We got a new starting next week so that is so kind of direct person we will speak to. In their absence, we speak to the room manager which is Sean. Personally, no, because I am quite happy to be a concierge and I don't feel that I want to move up the ladder any further. If I was more ambitious, then maybe I would feel that it would because I want the next person's job that's above me. But, the way I am at the moment, I am quite happy to be a concierge and I enjoy what I do. I got no sort of ambition to become a hotel manager or room division manager or anything. So, I am quite happy about where I am so.

It is kind, it doesn't affect me that much because I am quite happy to take instruction from people above me. I can respect the people that we have above us. As long as there is respect there and people talk to you in a right way. It is all about sort of people speaking to you how you like to be spoken yourself. And there is a lot of respect in our department for managers and people above us, and from the lower ranks if you like. So, from the entry staff, there is always some good respect there for the ways how you are treated.

[00:05:05.64]

If you have good relationship with your manager, then you will do what your manager ask you to do without any questions or, and that's basically the way we work here. I mean everyone respects people above them because you know they have got that job because they are exceptional to what they do. I think by doing a good job basically, by working with you, and not just giving you work to do it, but also helping you when you need it.

Basically, on the weekends it can be very busy in the hotel, and our manager are taken away from the desk to go to help at the front door or to go to help in the lobby. And if we are really busy behind the desk and there is only one of us, then you can get a bit too much to deal with sometimes. You can have a queue at the concierge desk. And, it can be quite demanding if you have the manger to see you are struggling or that you really can't cope, they will come back and help and assist you to get the job done as quickly as possible and to deliver the kind of service people expect us. So, I think it is really the case they don't mind getting, being busy when the time required, rather than, some managers like to delegate and other managers like to actually do the job and get involved as well. That is the difference. To me, between a good manager, not a good manager, between those who just delegate and walk off do not really gain much trust and respect from people.

[00:07:32.15]

It makes you enjoy coming to work, you know there is always help there when you need it. And if you need assistance with anything, back up, or help with anything, knowledge, anything at all really. It is nice to have someone to talk to and to help you when you need it basically. Because you also have time to go the extra mile if you got someone who can help you when you are busy or even if you are inquired and someone else is there, you feel more inclined. If you enjoy your job, it's all kind of connected. If you enjoy your job, you enjoy the working environment, the people you are working with, then you perform better.

[00:08:57.01]

One time we had a Russian guest whose car did not show up to take him to the golf club where he had lesson booked. and he was very unhappy, came up to the concierge and he was shouting at the concierge, you know, his car, he was gonna to be late. And, my manager was standing by me and I was just kind of. I just turned to the guest and said I would take you myself, and looked at my manager, he was like, you know, that's fine, nodding his head, so he was quite happy for me to take him. I was able to assure with the guest he knew where he's going and I said to him I would pick you up afterwards when you finished it and bring you back to the hotel. My

manager was fine with that because it's kind of, resolve the situation. If I have been on my own or I had the manager said no you cannot do that, that would make the situation a lot worse.

[00:10:14.53]

We have as much power as it takes to keep guests happy so we can make decisions like that on our own. If it's the right thing to do at the time, it's very much making s split decision and at the time of the event, because that is quite a lot of our jobs, is you have to be able to make decisions quickly sometimes and resolve the situations that could rise or have a reason already. So, in terms of power, we have quite a lot as the concierge. I mean, there are usually 2 of us working anyway, so if there is just one of us and we left the desk for half an hour or an hour, then that could be a problem. When there is enough staff to cope with the situation like that, then we can do it.

[00:11:18.46]

I think it comes from the heart, really. In the job like, in the hospitality industry, and in the front house of the are, you got to enjoy working with people, you got to understand the Fun Hotel is all around about giving the guests the best possible experience they can have and if something's going wrong, then you need to put it right as quickly as possible.

And, I think it's all kind of, that's all enjoyment about, you can have guests shouting you angrily, been really angry, if you can turn the situation around, that's good, you know, that's makes you want to come to work you know, you can make people enjoy themselves, and kind of turning around to be a happy guest, rather than an unhappy guest"

[00:12:17.57]

It's all about job satisfaction. That's kind of what makes you enjoy the job you're doing. It's all about making, giving guests' memories. That they go away and share it

with people, and walk around and it's a lovely hotel, you get really looked after. And, it's really job satisfaction.

[00:12:48.47]

Fun Hotel guests are very high expectations, they have certain standards, that right across the border the Fun Hotel, every hotel in Fun Hotel, every Fun Hotel trained in the same way, the staff trained in the same way, they know what to expect from the guests. And, I think that's quite important guests know if they stay in Fun Hotel in Bali, they will get the same treatment if they stay in England or you know in this hotel. That's quite important to our guests.

[00:13:41.76]

Yes, they do, cos they know we got guests' interest so hard, and it's all about making guests happy at the end of the day. If you can go the extra mile and make a difference to that guest's stay, then the company is all for that. And, you know you will get the back up from everyone who thinks differently. So, if the manager came to you, and said do you know why did you do that, then and you explain that, and then they will be like, ok, that's perfect. You know, the managers have enough face that we are doing that and they trust us as much as we are doing them. I think that's kind why it works so well. And it's all the team. Even though there are 300 staff, you feel like you are all part of the one team. The hotel as a whole, with all the staff, does work very well together, for that amount of people to work together, and to, you know, enjoy coming to work, you know, there's a lot of happy people here.

[00:15:29.93]

In the company, not that many actually, I have to say I have done obviously the Fun Hotel training that you get it when you arrive. Other than that, I can't say that I have done any others because if I wanted to move up the ladder and progressed to the management then and I would have the opportunity to do that, and any training would open to me. I mean the trained I have, is the training that you need or you have to had as an employee such as fire training, you know, there's certain training going on all the time, every few months, we have dates for the fire training.

[00:16:23.24]

Management training probably would, but like what I said it's not something I really wanted as a job, you know, I am happy to do what I am doing, and I do not particularly to further my career, but I did want to, then I know that the company would be behind me. If that is my decision to do that. You know, there are, a lot of young people work here, a lot of younger than me working here, and they've always worked in the hotel industry so, they are kind of, for them it kind of easier, in the way they can be kind of move up the ladder, because they are happy to move around the country or the world and can work in any Fun Hotel Hotels. So, there are a lot of opportunities If you want to and you have got the flexibility to move.

But, it's a little bit different for me because I am married. And, I am quite happy with the house in Hampshire. You know, I live 3 miles away from where I work which is perfect. It's very near for me. So, for me, it's like kind of the perfect job for me to have it here at the moment. So, I am quite happy with that.

[00:17:45.27]

We have a huge training manual. If we have any query about the way or anything to do with concierge standards, because we have, like the corporate standards and the concierge standards as well, so, you know, there is a massive manual that we have telling us about the job, and what each section of the job and tell us, like booking cars, booking tickets. That's obviously a good reference guide if you get stuck or you are kind of not sure about something But, most of our training, my training is hands on.

And the manager I had who is now left, was a very experienced concierge. He, basically, the best way to learn the concierge is to do it behind the desk and just get on with it really. That the best training I had, I would say. Because you learn by your mistakes. And even if you, my manager once said to me no mistakes you make, that would be that's drastic, kind of to say goodbye , Steve, this kind of thing. And, he is right, you know. Even if you do not know the answer to the question when the guest

is in front of you, and you just say I would find out for you and I will let you know as soon as possible.

Other than that, the grounding you get, of the way the things work here, when you first started with all the FSIDP training that gets you by. Everything else you learn over the years, just becomes second nature, you are just learning all the time because every day is different behind the concierge desk. So, you always, there is always something someone ask you, you got no idea how to answer, you know, but at least, you have the confidence to say I am not sure at the moment so let me find out for you, there's always an answer somewhere. It's always nice to go the extra miles as well if you can, because you know that's the reason people come back to Fun Hotel Hotels, you know, if you do something that they really expect.

[00:20:51.26]

I think we basically, communication in this hotel, compared with other hotels, is super. You basically every day we have updated what's happening for that day. So, we have our duty manager's sheet shows us who's arriving, who's departing, any function that's taking place for conferences, so we know where to send people in the hotel and we also have group resumes which are very detailed about each conference where to charge things. And, all of that coming together, just makes you when you're coming in the morning, you know exactly what's happening for that day. You know who is arriving, whether they are previous guests, whether they are VIP guests, you know anyone we should be looking out for specifically. So, we are kind of know what's going pretty much before you turn the machine on in the morning. So, it's kind of, that's invaluable, I think. That's one of the reasons we can welcome back guests if they are return guests. When they come in, we are kind of, know their names. And, it is kind of, that's, you know basically what stands as a part of the hotel

[00:22:31.85]

Yes, it does. We have a Glitch database which is, not so much complaints, the things that have gone, not gone as smoothly as we are delighted them to, So, if the cars don't turn up, not that happen, it's very rare. If the car doesn't turn up for someone,

we enter it onto the Glitch database, and the whole hotel is e-mailed so that we can take extra special care at that guest and make sure as much as we can nothing else happens during their stay or goes wrong during their stay. And, the general manager contacts every guest who has a Glitch during their stay, and will talk to them about it and will apologies and kind of trying smooth thing over. If it is something's quite bad has gone wrong for whatever reason, then they can quite often to get complimentary stay or a free night, or free restaurant booking, you know, so try to make things better really.

[00:23:59.34]

It's kind of, makes you feel the whole company is committed to give the best possible performance. If you knew the whole company wasn't so committed to give the guests the best possible stay, you wouldn't feel that you want to do the same, and you know you will be saying why would I want to do that, or, but, I think because everyone is trying their best to make sure everyone enjoys themselves when they are here and wants to come back. That does make the difference.

[00:24:59.90]

It's all kind, it is all in the paper work comes to in the morning, like I said there's an event in the ballroom or the wedding, then it's all on the overview for the day, what's happening in the morning, who is in the house, we have our VIP who's in the house, you know, function's taking place, things like that.

If, the only time we hear about other things from the other Fun Hotel hotels, If they have, if they have the opening, the new hotel opening, we have details sent to us, or if they have other kinds of promotions, like SPA promotions or any kind of restaurant promotions, or special functions taking place, we thing our guests may be interested in. Then, because a lot of Fun Hotel guests go to other Fun Hotel wherever they are travelling to. So, we only hear from the other hotels if they want us to assist something, booking something, or they have a guest that's coming to us and wants some information, or like what I said there's any sort of special promotions, sales promotions, or any thing like that.

[00:26:50.56]

We get e-mails basically from, people who are from other Fun Hotel hotels are coming here to work, that sent to everybody, and there is usually it comes from the manager or someone above them at the hotel, just kind of congratulating them on their move or their promotion, basically it goes to everyone. It's kind of makes you feel like a big team really and bring you close together really to the hotel, to the whole group. Because it makes you special and you are valued. You don't get that feeling in a lot of companies, a lot of places just make you feel like a number. If you are not doing that job, someone else will do it. I think that's the difference. You need to be a particular person to work in the hotel anyway. I think to work for Fun Hotel, they are looking for a specific type of person, the will be the type of person to, kind of, I supposed, devoted their life to their job that they are doing and kind of really want to be here to do the job.

[00:28:53.56]

I think the only thing is you are kind of, see your colleague doing it. I think, the kind, the team effort is very important to everyone here, I think as well. Because you can't do everything yourself, and you know, when someone comes to stay in a hotel, it's very rarely one person that kind of, makes them stay worthwhile, is everyone working together to give the best possible performance

I think that is the most important thing. I mean even our guests said this hotel will be nothing without staff. And, you know, we had quite a lot of time that people said that. And, "it doesn't matter where you are going in the hotel and you know you are going to get treated in the same way. And, that's the way the team work together is what makes it special. Everyone has that commitment and everyone trust in another to get the job done If anyone sees colleagues struggle with something, then we just step in and help. And, I think that's quite important to our sea, You know, if, we had a wedding outside and it started training. We have to move the reception inside in half an hour or an hour. And, that takes everyone standing by to move all the chairs into the ballroom. Everyone just calls the crunch and everyone is there, to sort of

help, that can possible to be there to help. And that is sort of things, quite special. So, that's just the way we work really. That's just the way it happens.

[00:32:24.80]

I think there is, I think everyone basically is empowered to give the guests the best possible experience. It doesn't matter whether you are a general manager, or you know, a banquet porter. If you are doing your very best to give the guest the best possible experience to make everyone's life happy, then that's what kind of what's all about really. You got the happy guests and every thing goes in hand in hand with respect, with the manager and people in the low ranks, too, you know, there is no kind, it doesn't feel like any rank here.

Even though you obviously got the General Manager who you speak to first in term, it's not what he wants you to do exactly the same job he is in terms of making show off to make the guests know he is the number one priority in order to do that means that he is treated as one of us. Then, that's fine. That's a kind of attitude you get from managers you work here as well, which is important as well, managers obviously have to their time to pull the rank in and kind of pull the rank, there's a reason doing that.

As long as they can explain for doing that, you can understand why and people understand why. And, that, you know, the kind of people they employed for management as well, you know they are those kind of people, they got that kind of temperament and will be acting in that kind of way. Because it is important you need someone who can get on with everyone as well as the guests. You need people to work with the staff and the guests in the same way.

I think it's one of our guests said, you know, the thing makes our hotel different to every other hotels is service. That's true. I have seen it first-hand. And, you know it is exceptional service. Even the guests are very demanding, you feel like they are particularly happy, they would leave and say, you know, this is an exceptional hotel because of the staff that they make it feel that way.

But, we do have the guest come back while they are here and can't complain about a lot of things. And, you are kind of think, a lot of things you can understand and resolvable. You just think are they just complaining for the sake of it or are they just not happy. And, then this one brings to mind. She is the one who just left last week and sort of say you know it's an exceptional hotel. Even though there are a few things could be improved in terms of the hotel itself, the staff make it exceptional one and that's why we come here, you know. That's nice to know even if the hotel is not 100% perfect, the staff make it, make the difference for them want to come back again. That's basically why Fun Hotel is as successful as it is. I know Fun Hotel are very specific about the kind of people they employ and that will take on.

A line manager's interview

[00:02:00.43]

Within the front desk, which is my main location, I would have, you would have the receptionists, and above it, it's the supervisor, and you would also have the assistant front office managers, which is where I am, as the assistant front manager, but also act as a duty manager for the hotel so I have the interaction with SPA, concierge, guest service, food service and banqueting so I would be a lot more for a general, I would say, than just a supervisor, my background would have been that I have done the receptionist job, you know, when I was in Peninsula, a supervisor when I was in Marriot and Peninsula, so I would say this is natural progression on it.

[00:02:54.05]

The person I would report is the front office manager, Tony Calvin, and above Tony, would be the room division manager, who would also Dublin office hotel manager, you can kind of set it in the middle of our structure, maybe, I would have 2 people above me. The guest service is the head of the department. He would be higher than me because people directly report into him, he would be at the top of the pyramid. The people who report to me would be the receptionists and their supervisors but, you know, there's always extra step, if they do want to talk to Tony, would be our head of department then as well, so there would be another person they can go if they

wouldn't be not happy with their requests, or say they were unable to resolve some issues and they need to speak to someone more senior. That, there is Front House manager. As a duty manager as well, I will need kind of over, a kind of amplifier all the area of the hotel, like care issue of food and beverage, like, if they are saying they are busy taking food orders or whatever, like that.

[00:04:39.78]

I think the structure is different from anywhere I've worked before, I have worked as a duty manager in another hotel, it's, it's I suppose it's the requirement of the business we have the structure on it, it works very well for the hotel because I would have very general knowledge, I spent a number of years on food and beverage, a number of years front desk, I would be strong at IT as well. So, the main challenges we come across, I can deal with them effectively, personally I would question weather it is the, you know, the best way for giving service to the guests because if I am, I say as the assistant front office manager, I can spend a significant amount of time in the SPA or the food and beverage area or even parking guests cars, so, while my title says it's assistant front office manager, I would think that, you know, would spend at least 3 hours a day away from directly my department, it's the structure seems you have been working in the hotel, what I changed overly, I think if I would have started a hotel, I wouldn't have the structure and the place. As it has been in place now for a year, I think it came again, a lot of conflict, the trend changed that structure, would be forward and backward for a lot of people and would say if the restaurant manager couldn't handle the complain or the guests are very aggressive, they would ask and then speak to me, just purely as a kind of goal between, and then if I feel the issue was serious, I would then bring the attention to the hotel manger, the general manager. But, the structure is, I think it's multi-layers, you have got the receptionists, supervisors, the assistant front house managers, the front house manager, the room division manager, the hotel manager, and I would question this type of economy, do we need that layers ? Probably not.

[00:07:22.37]

It's totally different standard between 4 or 5 star. I think that the standard we have or say the structure we have in place, does allow us to give very good service and I am for and back in so many different areas, if they are very busy, I can help out. The structure certainly would work in a 4 star hotel, I don't think the structure of 4 star hotel can work overly here. Purely because the expectation with what our guests are paying, they will never expect to wait at any stage.

[00:08:13.62]

It's not only because of the rule of the duty manager, but you know my experience, I think duty manager is a large progression to become the head of the department so after doing this role for 2 years I am coming up to, my next progression within next year should be a head of the department. I wouldn't say it's a fast track way but it's certainly a way to get, to be the head of the department, I mean Jason used to be the duty manager previously, another girl Lanka we had who is now the head of the department.

[00:09:02.33]

I would think pretty much absolute in the absence of the hotel manager and the general manager, my card will be called on this, you know, I have certainly come to off you know 1000 Euros, juts for the sake if a person has a extremely dissatisfied stay, and if they have spent you know considerate amount, I would certainly target to waive off that amount or then I said I would be backup their stay, last weekend I would come to off, just to move one person for 570 Euros just because there was a lot of noise disturbance, you know 20 minutes ago I have to give a lady 800 Euros because she lost her gift card and there was a dispute on this. What is very nice for Four Seasons is that I would have the automatic authority so I am heavily empowered, my manager wouldn't always agree to my all decisions but they would support it at that time, but they would say maybe go and forward, you should try this, instead of giving a person 570 Euros off, her room rate should you asked her back. So, it's nice structure like that, I am sorry for our bulk for knowing so much money or forgiving guests too much, they would certainly advise me and try to point the

right direction for future reference, maybe you should do this. So, it's never been a question on me feeling lack of empowerment.

There are certain things obviously I would need to get my superiors' involvement, you know, bombe threat, fire, these are issues, you know, because such, you know, if there's a fire in the hotel, it's my hotel manager need obviously to be straight report to the top you know if there's an extreme outrageous guests, you know, who stay in most of the Four Seasons, they might abuse interacting with the hotel manager or the general manager, so, speaking to a guy in his mid 20, I would really cut off for them, if it would be on a case by case situation. I would say you can go to the hotel manager, you know, I would certainly say 95% of the time, there were out of chances.

[00:11:09.16]

I suppose I would it's flattering, I can say it can be stressful because you do deal a lot of complaints, you do deal with the guests that have a very high expectation, but, you know, I would think that's a pattern to developing my career, so it's certainly, I suppose what to say it's good feeling to have, it's nice to be given this authority, because I would certainly be the ambitious person with my career, so I see this is a necessary kind of leaver, you know, I think there's easier thing to do than the guests' complaints or not, but it's not what I am fond.

[00:11:49.28]

I would think if, I would say we had regular complaint, or regular issue that was occurring and that wasn't been resolved, or a blind I have been trying to turn into, you know, certainly, that's when you get dissatifactionary, you become a bit demotivated by the procedure, that, you know, has happened on some occasions, but very infrequently, I found Marriott 4 star hotel they are quite prepared, you know, have a bit substantive service here, let say, you know, if there's one person that's extreme dissatisfied on a regular basis, you know, I would expect the hotel manager then to kind of spoke to them in both way he would be.

You know communication with staff, they are very aggressive, in terms of, you know, my feelings at the job, I would say, my commitment at the 3 hotel I work with, you know, Four Seasons does have a great buy in, you know, Marriott's philosophy is, treat your staff as good as you can and they will look after their guests, Peninsula I think it's very different kind of culture on it, but Peninsula would always be very much to accommodate the guests and try to make them feel extra special, certainly, Peninsula and Four Seasons I went to very far as I if, I was lack of, through mismanagement, me or my issue, any problem raised in the hotel, I wouldn't have thought that I lost my commitment, Marriott you can be certainly, you know, challenging, you know when you have the same issues occurred on the daily basis, we can we go, that you know you are one day was addressed, I think that you can get lack of commitment if it hadn't been taken seriously and you are putting in a serious level of commitment, you start to question weather it's worthy or not, maybe you start losing a bit more motivation, that wouldn't happen here, it's an exceptional company, I think it is.

[00:13:45.24]

You know, for us, taking an example, I suppose something that we have very bad in the service industry, the hours we are working, an average certainly would be about 66 hours around that benchmark, that's the average a week. It's the reason why we would give that commitment is I think that because Four Seasons look after so well, if you look at, you know, we get a lot of complimentary nights, so I was in Bangkok recently, I was able to stay in Four Seasons hotels, Hong Kong, Chicago, and Paris, so these are the most premiere hotels within the world, and I am staying on a free basis I got 50% off on food and beverage, I guess that gets a huge buy in, you are also working with a fantastic physical product, so you know we have the best hotel technology, we have the best computers, we employ very good staff, now you know there again, there are people trying to develop career, you are working with the exceptional people as well. So, when you see everybody pulling the right direction, that's gonna to increase your commitment, and so that's why I think Four Seasons has done a good job on it. Marriott, you know, again, probably it comes back to its physical product, it isn't as good, their emphasis on service isn't as good, and the

benefits for the employees aren't as good, When you take all that in, I think you know every bit of that can have a dash effect against your commitment to, you know, really why you want to be there.

[00:15:50.41]

Automatically, it's coming from the general manager, I mean, you know, he is responsible for everything that happens in the hotel, so if I underperform, it would kind of suppose, he would certainly reflect on him and his management style, again, for some of the structure, I can say front house manager maybe he is demotivated, but it would certainly come from the top, you know, I had a meeting today with the director of food and beverage, the hotel manager, and the general manager in the hotel, so that means I have seen these most senior persons in the hotel, and they're asking my opinions and perspectives of the guests, you know, the challenges we had in the restaurant last night. So, they do see and say that the assistant front office managers have been the ambitious people, that they are trying to develop their career, and in terms of that, the general manager try to give us that, I would say empowerment, again, we get wrong, we do get wrong, I certainly got wrong on 2 or 3 accessions this year, and again, you don't receive the bureaucratic, but it's kind of say, look maybe you should try this way but certainly comes from the top, certainly the general manager did it, you know, he puts it down so I expose through all the circumstances that managers I have interacted above me.

[00:17:05.87]

I would have been a manual handling facilitator which is not a very fancy title I would say. I show people how to carry heavy items correctly, I had gone through that course myself, I suppose guest complaints had been one, what I was done, managing my time so I don't spend 66 hours a week, you know, I don't think that's the major issue but the hotel thinks it is, for work and life balance, there's course for work and life balance that I have done, successful negotiation courses, we have so many online courses, that, you know, I have all the kinds of tools I will need to perform my job.

[00:17:49.95]

I suppose the manual handling because I would be training people, then afterwards help to manual handling, you know, I would make a presentation 20 people. That would be the primary one, I wouldn't think, say that our training overly empower me, it certainly gives me the knowledge to do my work. That I would think but the way I feel empowerment, it's that, maybe that I have the option to do more, you know, I am empowered, I can make, let's say, discount on the guest's account, I think it just give me the tools to do my job on a daily basis, I wouldn't really connect that empowerment, maybe that's my perceptions of what it is as well.

[00:18:52.19]

It's fantastic we have so many training programmes, I would imagine I would have gone since I have been here 18 months, I think i probably would have gone 2 or 3% of training programme. We have been offered a lot of business training but it is due to business commitment, either I am working, or there's just a kind of case, you know, that's, that maybe I don't see the benefits in it. Personally, I would think that should be more quality, not as much as the quantity, I prefer to see our human resources to do two training sections a week or even one, but have people actually attend to it. It's frustrating, from my point of view, that having so many training courses, but again due to the minister of Finance's coming late, means I can't obviously come to a course at 4 o'clock if the business level demands, it means that I have to stay on and greet the person.

[00:19:53.40]

You know, I suppose we have a company database, obviously I have the access to, in the company database as well, you are talking about having access to our e-mails from people we send, we have the things like Glitch reports, they highlight the guests' dissatisfaction, so if the guest is dissatisfied, they are sending off, we will fill out this form, but you know, our own information internally, would be primarily by e-mails, lots of things, and would say, I know, before I leave today, I have to handle over to the PM person who is gonna to be aware of what happened on my shift, so you know, the information probably we give orders, is sufficient, it's nothing revolutionary.

[00:21:06.00]

I mean, I suppose, you know, everybody loves to have all the information weather I need to know all the information at the time, probably, I don't think I get lack of information, you know, because the position I am in, I am pretty much kept informed, and there's certainly not lack information to me.

[00:21:42.71]

We would, before we start our shift, we would have a handover, so my staff start at 7 o'clock this morning, between 7 and 7:15, I went through with them the VIP of the day and the expected challenge area, when we probably would get too busy, so I suppose how I would have done this morning within that 15 minutes, I would have tried, you know, to share what's gonna to happen that day, the thing with staff, we wouldn't look too far in advance, certainly for holiday planning we would, but certainly I wouldn't tell them about VIP guest's coming in 2 weeks time, it's not necessary for them to know that part, so things I thought, generally need to know are basics, and we do get a lot of information as an assistant front office manager, that we would filter down as it is appropriate for the line staff.

[00:22:40.16]

I think it, it certainly allows them perform their tasks when they know that VIP was coming in, I think it certainly empowers them to do their job at a higher level, you know, we don't have the issue that people come in and say we don't have the reservation, we don't know who you are, or people coming back to me then, I would primarily do just make sure, you know, my staff are competent and make sure they are doing their job well, but if also I have run a scenario where under a person knowing all the information, I am going to ask 100 of questions each day so that 15 minutes to start my shift is vital, in terms of the attitude I think, we employ good serious staff, you know, try their best, so I am giving them that a bit information they need to do their job, it's never really a case that I have to, you know, discipline or speak to them about their behaviour because they are nicely treated people but they efficient at the same time, you know, we do, do a little motivation things through the

course I would say, and the staff meeting like that, but generally you would find the thing that we have a good bunch of people at the moment, that once we give them the tools, information, they just go on natural accordingly.

[00:24:05.61]

I suppose what I did the extra mile, you're talking about it, just going through any guests' requests, where would be any, that they need a certain level of high treated broadside for the hotel to breach her hair, we had that just last week, that means you go down to the chemist, you know, you ask very particular questions about it, I suppose what we could get very blast able particular for guests' requests, so for a person is a vegetarian, you know, or they need a particular type of zucchini brought in, or say a person brings their own food, that's all organic, how we prepare, these are things we generally provide in the area because they are you ownership in your area. I will try to give an example from today, I mean we would have a number of requests for the guests to have, or say, you know, fax machine, Halal food, all on the room forehand, very particular IT service, the room had to be at certain temperature, these are requests, you know, I log on the daily basis at 7 o'clock, I told all the staff but I would have gone through the day before and then just make sure they action, you know, action is just an easy part, turning the temperature, I think there's, you know, to perform a task, that could probably be an easy part to make sure you are organised but starting off is a harder way. I think you know if I am organized, I would have know now what I would be doing tomorrow morning at 7:10 or 7:15, you know that organization saves me a lot of time, make sure that I am efficient as well, and I think that's what probably I perceive that the front desk I guide, that's, you know, probably I would have been criticised myself and said I get the job done with no force, you know, that would be very organised and efficient, sometimes, you know, if you take me out of my rail, if you throw me in on a day, you know, nothing is organised, it's probably not the day I would try even. But, it's made me my organization will get me through the day and certainly set me up for days to come as well.

[00:26:25.47]

Again, I suppose whatever information, I think they need to know, you know, that would be from, let's say, who would be coming to the hotel, the average rate, you know, what functions are taking place, when we will get busy, you know, I also speak at a very personal level as well, if there's a grief, for example, we had a girl from the reservation, her grandfather died, so, you know, I would probably be just trying to give her a hand, and be very sensitive to this girl today, she has a grief in her family, so let's try and look after her, I think everything that I would deem, that would be appropriate and that's not me, try to sound all important but you know, there's certain things my staff don't need to know, you know, they don't need to know about a person that's, you know, has a pass, could be pregnant or a cold, you know, two days ago, sick or stress, you know, it's all on the natural basis, the one of the reasons that I would have to make that judgment call if I would ever have abused the trust some people give me, then you know, that's gonna to hinder my management. So, I certainly try to tell them everything they need to know, I will print out all the e-mails that I think it's relevant to my staff, I would go through it that morning and then we put it in the log so or a person is charged 8 Euros for parking, they know, they would have that information at hand but again I need to be sensitive with what I would say as well, obviously if I have a meeting with the general manager, he is telling me we need to hold on this client. No matter what he does because he brings in, you know, half a million Euros each year, you know, if he then starts cursing any member of the staff, I am not going to say, you know, I was going to speak to him about his behaviour, but I am not going to say look, come here and I order, I need to hold on this guy because he is making sure we're meeting our budget,

You know, I certainly wouldn't communicate that thing with our stuff because that's humiliating, I don't think they need to know what it's either as well, I think a lot of people I work with here, they know why we would bend or backwards for some guests. After other guests, I would say they are coming, they did very abuse towards our staff and I would have asked that they have to leave. There's a fine line there, again, that's why maybe I've been, why I have been in a position where I am, try to make that call, generally, I think I made a record, but obviously I made a mistake on that as well.

[00:28:38.10]

Well, actually, I would have spoken to, but I suppose where I am looking at is do I allow them to stay in the hotel? I mean verbally, being verbally abuse towards our staff, unfortunately it happens on such a regular basis, you know, there's a fine, I wouldn't say fine line, but there's a certain point, where becomes, you know, we still can accommodate you or you should leave, you know, being in any way physically intimating, the hotel will guarantee you left or escort you to another premise. Regardless if you physically abuse our staff, that's the end of you, you know, if a person starts, you know, swearing at me, you know, I have experienced such, so many times before, I would nearly say I am a mute, you know, a person calls me every single, a bad name on the wall, I personally had no problem on it, you know, because I just thought that's just a complaint and I let it go off my head.

But some of our staff would be stronger than others in that area, some people I know, certainly would get upset and possibly cry on it, and I am not saying just, you know, female, there will be certainly, male would get upset as well, certainly they take what guests saying and get hurt, and you know, if, let's say, in any way abused, I have certainly a number of occasions, you know, I have asked the guests to come back to apologies our staff, say, you know, I would be more than happy to try and help you, and I can give you a few minutes to compose yourself if you would like maybe to apologies to our member of staff, I can assist you, but, you know, we value our staff very highly because they are good and skilfully it's hard to find good staff like that, so I will find it out accordingly, that seriously our management maybe have, you know, I have made mistakes on that area as well on occasion, guests happened to abuse and maybe I have been looking at the high side, you know, maybe they should have left or maybe I would have given a strong verbal warning on their bullshits, I suppose I am relatively young, and I am still making, you know, I am still learning my role, I would think the staff generally have, you know, the good feeling toward me, and how I train, resolve it, you know, we certainly don't allow physical abuse, and if you have been verbally abused towards our staff, certainly it's mentioned to.

[00:30:57.12]

We would know how much the forecast occupancy of a year, we would know how much we made last month, so we do get given quite a bit information because the essence of it is still the business stuff, we say it's owned by the partnership, we were not told our net profit, we were even not told the gross profit, we are not told, we would say how much this invest got into his pocket last year, but I don't, I am not on a certain area that I think I will be awfully upset by, were given a number of tools to meet our goal, what we need to know, we are given the finance performance of the hotel, we are told that the hotel is doing progression, the hotel is doing poorly, and you know, it's explained in a format through power point. By e-mail, by a monthly head department meeting, through my own, we would say, my own manager would communicate to a certain area where we can so there are enormous different areas that we would have the conversations with the hotel manager, you know, it would be always reinforced by various people with different manners, you know, generally, from the accounting department, they would speak by e-mail.

[00:32:24.56]

Well, in terms of, I would say, promotions are career posting, we have a near contact, a clear watch on our database, that would be the primary there. in terms of guest complaints, we would have the Glitch reports sent out to our managers in the hotel, so I would write so and so, didn't get the luggage and whatever, then the whole hotel would make aware of it.

[00:32:57.70]

Only very rarely, what I, you know, what I wouldn't get upset, but I think we could perform better, they probably the lowest analysis, where we've gone wrong to train to correct them, I suppose if I am personally involved with them, that's probably when you probably get a bit emotional connection, you're kind of saying, look, you know, this is what the guest thinks, but that's not what really happened, you have to be kind of report impartial, but it's, I wouldn't think that's demotivating, it can be very high if your department keeps having issues because the centre of the whole hotel is probably more motivated and trained by those challenges so, you know, it probably a bit knick, but, a good tool, maybe pull your socks a bit as you know.

[00:33:51.26]

I wouldn't think so, but I think go to extra mile, it's done on your personal own motivation, I think, you decide, you can tell me anything I need to know, but if I don't want to do, if I am hangover, if I am tired, if I am tired or if I am just not feeling it, you know, maybe I won't be a happy and friendly person, I might not smile, I might not have the eye contact, you know, "I think going to extra mile, is really, we can only empower our staff, and you know, giving them the tools, they can certainly train well people, but you know, if we don't give them enough base, we don't give them enough information, you know, there's no chance in the world, I guess really.

[00:34:39.35]

We would have, say, the duty manager's log, we would have e-mail, we prepare and copy a number of different e-mails, we would have the department meeting, we will say, our, the department meeting would be once a month, we have managers meeting, then where all the managers go once a quarter. This again, all just in our department, you know, there's a handover done between each manager, so before I leave today, I have a handover to return, before Hanna leaves, she would have a handover to Laura. I would verbalise but I would also have it written done so let's say if it gets very busy, I would have written it down and she can refer it again. It would probably do overture but, you know, it's probably, it's on many occasions that save some mistakes with the guests, we have something to refer to because it's written down.

[00:35:35.86]

I suppose you know through the, e-mails, through meetings, through just been verbalised with your manager, you would find e-mail is, I would imagine is known as our main communicator. If I want to speak to everyone in the hotel, e-mail is the quickest and easiest way.

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Well, probably, just the company database, it would be the main one, you know, if I want to know about whether a person had been promoted, I can check the announcement, I can check and clear see where else any position has been opened so we would rely heavily on our database. I mean if our computer system was down, you know, we are off in a lot of trouble, we have 2 full time IT managers, we used to have another person working part time as well. In this hotel, staff put things respectively, how heavily depend we are on the technology.

[00:36:36.95]

I think they're working in a high pressure environment and it expects a number of demands met them I would start certainly to think there's occasion that I can be more hands on with them, but, because my role that I need to go to the restaurant on occasion, packing cars, means that I can't always give them the priority I would like, so that certainly would cause, I would say, I won't say temperate blur, you know, it can kind of cause the pressure point, "I think I get on very well with the staff, you know, I would always considerate for them, to a friend, I am not that kind of well work with them, I would be very conscious with the line as well, There's , you know, there's, while it' good to be friendly with them, I can not be too friendly with them, because there's a potential that if anyone makes a mistake, I can wrap them up, fire them, so I think it's important, kind of always recognize there's a little bit of difference while I wouldn't overly socialise with them. I would have gone out with them one or two occasions last 18 months, which is probably it isn't as much as probably I could or I should be, but I certainly got the good working relationship with them, I think there's good trust back there with them, between me and them, I think they would recognise that I do work hard, you know, been at the start at 6 in the morning, I probably leave at 6:30 again tonight. I think they recongise that, but, you know, automatically, there's no one is more important than you, so if there's a front desk member staff, that's feeling depressurised because they are on their own when I am escorting the Minister or whatever, you know, that's always gonna to lead to, and say a slightly bit tension. They generally have good understanding that my job is to get these people to the rooms. If there's an issue, it's my problem, but still,

you know, if, like, if a person needs to get up at 4 o'clock, and I can guarantee that I am not, you know, that's when, maybe I have a few challenges out there.

[00:38:43.38]

I would like to think lead by example, that's the big thing that I mean, you know, I wouldn't ask you to do something that I wouldn't do, but I would like to think that, you know, if, if you need to put your head down and work very hard, I certainty would hate for someone to say Oh Colm didn't put his way today so I would always think leading by example, it's a fantastic way, you know, I hugely believe it's motivating them as well, people are low by a hard day, try to motivate them, get through that in next few days, at the end to compliment them, I mean something I am very keen on this, you know, thanking everybody who's working on that day, the small thing maybe kind of shining away, maybe you use your two hands to put your business card, you know, I think shaking someone's hand at the end of a shift, it's a very important way, you know, I have worked in, probably got different culture now. I know that there's the bodyguard to the King of Saudi Arabia, when he used to stay in another hotel I used to work in, while I used to shake their hands, they would have used their hands to touch their heart, just a kind of recognize that you are close to my heart, so I think I would do little things to say, not like, I don't put my hands to heart afterwards, I think using the person's name, knowing a bit about their needs, their nephew, or their babysitting, they leave this evening, I think I would just talk to them at 7 o'clock directly about work, but nothing outside the work, I think, you know, that would lead to be a bit impersonal, I do try and make sure they leave the front desk, especially on a stressful day, but, you know, I suppose what the perception is, the reality is, well so, if I am perceived to be a hard worker, maybe the reality is that I am a hard worker

[00:40:27.95]

I suppose just perform the tasks when you are asked to do it, you know, I don't think it's just one example, you know, trust isn't gonna to be dependent on one example, I think trust is built up over a line of the time so it will be continue, by continuously meeting the performance standards exceeding them, continuously get the projects on

time, you know, seen it has been interested, committed, and trying your best to do everything for the people working for you, you know, it's fantastic to have been known as a person with potential, but if it's not related to your potential, if you are only looking out for yourself, I think that's, you know, when there're issues, I think there's a number of different factors you need to use to convince your manager that you know I am a good guy and that I can develop the adequate for the company.

[00:41:23.08]

A big thing we would say, is inspect what you expect, so even though I knew my guy has got the key for the Minister today, I still check it all their work, I still check this is a correct key with the correct people, I would only do that, would say, on infrequent occasions because of you make a mistake there, the mistake could cause thousands of Euros, because, you know, an Embassy that's sending 1000 Euros business, they may not come back, so I inspect what I expect, but, you know, I am not standing over the show at the whole time, if again, if they make mistakes, you know, I point it to them and would say I stand by their side on the mistake, but then I would show them the right way to make them go forward as well, I think it would be hypocritical for me to the side that my managers, you know, don't rebut, not rebut me, not this, that they would say maybe point me the direction, I don't think, they don't do this, I learn from my lessons, so maybe I think my staff should learn this from me as well, they do mistakes that, you know, I am not going to kill them, but, you know, I point them to the right direction, you know if obviously it's a huge mistake, we have the disciplinary procedures on that to throw awareness, but I don't use the disciplinary procedure as being my only record reaction, you know, a person has been checked in an incorrect room, or a person was given an incorrect key or the key isn't working, I am not going to come out and heavy hand it, I will try and find out as small as I can in the situation, retrain them, and that's when I go down the form and say maybe I have to issue them a counselling form, or a verbal a bit warning, but I think you try to go down the route, trying to be a tough manager, or trying, you know, be, try and make sure your staff are very respectful on you, I think sometimes you just need to focus on your job, focus on your employees, focus on what you are doing, I mean you do that correct, you will get respect, you know, your

staff are roaring behind you, I think sometimes people are a bit too conceived, they are a bit too preoccupied with how they are perceived by their staff. I suppose getting on and getting the job done, and I think when you get your job correctly and you are looking after people, that's when a number of factors like trust, you know your ability of promotion, how you're perceived within the company, I think, you're all contributing to getting those things done.

[00:43:57.77]

You know if I don't trust them, I can't expect them to do any part of their job, you know, so, without, you know, trust is the key cornerstone. I have trust in them because we have trained in a high standard, we have shown them so much, so if they make mistakes, I don't perceive it to be abused my trust, I take it as a value mistake, we retain them and we can go on, you know, everybody makes mistakes, I don't get worried about that, but I certainly trust my employees, I would trust them enough, I would say, I have 4000 Euros in the drawer, that I don't put a key in, so all 3 people have access to that, it's not technically the right way according to our security procedure, but I know they would need changes at various stage, so you come for 50 Euros notes, you have 2 twenties, 2 fives, they can go to my floor and I know it wouldn't be an issue like that, so I would trust them, they recognise that, as a manager, I would let them to do it, I also let them know that technically I am not doing the correct procedure in that way, I would never have a problem, so maybe that's why people are a bit more prepared to talk to me I would say, their personal own problems, or whatever they think that I may be able to help out with it.

[00:45:16.06]

Well, I mean, I certainly heard comments saying that, you know, they are happy when they have to work with me, I would suppose to say certain other managers in the hotel, you know, they know when it comes to me, there will be high level of commitment, they do know how to prioritise and would say the duty manager's job, before I would say, you know, assisting them updating some paper work, but I certainly will do that as a main way, I know that people like working with me on my shift that I notice, otherwise, they would hate to work with them.

[00:45:59.05]

I suppose if they know I trust them, they are gonna to make sure that they don't do anything to abuse our trust, does that tie in to go extra mile? I don't know, are those both of them linked together, going extra mile and trust, I think trust is the entire part of everything, you know, trust is about me, making sure, be happy that they can check in correctly, I suppose if one of them came to me and say you know, we need to get champagne and strawberry up to this person, we didn't know it before, but it's like a special anniversary to them, you know, I would trust them 100% to get champagne and strawberry which probably costs 100 Euros off the room, I think if I feel that there's an abuse of trust, that's when I would, maybe be, I wouldn't say that I scold it, but I would monitor or kind of watch what I do with that employee for the next time and so. I did have a few of that on occasion, but after 18 months, I am aware of those employees so, maybe a bit stupid that I trust people from the start, and it's only when the trust is getting abused, and then I would say be less trust in that person in return.

[00:48:21.80]

Again, probably, going back, I would think, the motivation, pass it to reinforce the staff, you know, I think, you know, if you are in a negative environment, you are going to be negative so if everything is crapped or if you are not happy with this, you know the money paid is crapped, you know the place is crapped, you are gonna to be a very kind of negative person, I think, so what we are trying to do is just talk off, a bit reinforcement, and try to start to motivate, you know, it's late October, we have a very demanding year, people are very tired, you know, they probably think oh their holiday in February or January, which are big holiday time in the service industry because in January we are not quiet, so I think all those factors tie in and try to keep the staff happy but you know, you are unable to fully understand a person, I don't think you are able, doing those probably give you the best chance. You know, there's an interesting case, the house hotel, it's probably going back about 5 or 6 years, I was still in college, it's written down by Mureen Manoney, who else is the other ? Professor Gual, I think he is involved, and Danden. They did a case study on the X house case about their employees' involvement, and empowering stuff and getting

their opinions, and I think sometimes you know the employees' opinions could be asked for more, you know, even you don't action all of them or you only action some of them, I think it's at least getting their opinions can help get them buy in, so again, try to get everybody to go in a common way. We Four Seasons you know we have got a hotel manager, and the general manager paid a huge amount of money, I mean I don't even want to guess how much they are getting paid, but obviously you know there's six figure sums and they are getting paid because of their level of experience and knowledge, sometimes maybe I think they can get a bit closer to the grass root and they can ask more questions on it, they are certainly not bad at it, I think they are good at asking managers' opinions, we've recently done the employees' opinion survey but I don't think that would really ask people, look, you know, the line staff, how to increase it, to make the department better, but you know, it is a good company to work for, it's certainly I would think.

[00:51:26.25]

I would think it should be more like, more discussion, but more recognition first, should I have 15 minutes or 20 minutes conversation with each of the receptionists, maybe the hotel manager should need to do it in that way, now I know he's only got certain amount of time, and he's got a huge constraints on his own, you know, for his own job demands, but, you know, if you want really to get involvement, you probably should have this conversation, maybe once a year, at least anyway, or try to continuously pick their brains, maybe I suppose once a year, I think that's why you succeed, but again, that's probably done to me as a manager, I would be asking their opinions and then communicating afterwards, so you know, maybe the manager could be doing a lot more, I wouldn't say we are alienated from our staff, but I probably don't ask their opinions on occasion, you know, I am not gonna to ask, I think if I have been working in front desk for 5 years, I am not going to ask a person who only have been there for 5 months, how do we do things maybe better, which is a fault, but maybe it's just, you know, arrogant or native, or stupidity, whatever way you want to say it, maybe it's just, you know, you won't ask a person that's relatively new to a job, how to do something if you have been doing for 5 years when they might have a totally fresh, unique approach taken, I mean we have very talented staff

upstairs, you know, we have people doing their master courses upstairs so it's a bit foolhardy, maybe you have not got enough more for their opinions.

[00:53:06.70]

I think the majority of people if you ask them questions, an open question, where their opinion is valid, that they need, they like to try and answer, I think they are giving you their honest opinion, I really do, so, I think that area maybe we could open up a bit more to start asking the grass root.

[00:53:32.38]

Well, I would think, you know, we would say, maybe the assistant front office manager, me, should have more one on one conversation with the line staff, I suppose it's on their 90 day review, you know, their 6 month review, their 12 month review, you know, when I work close to all of those staff, I work today, to overly know their opinions how the arrival is, such VIP went, how their day went, I have an idea because I see it from their face or I would have been working next to them, but what I know they think, or we could make things a lot easier for today if we have done this, so we make a different improvement. [00:54:30.95]

A HR Manager's interview

[00:08:28.32]

We have a director and we have assistant director and we have manager, assistant managers, and then coordinators, supervisors and line employees.

[00:09:28.20]

I think the title we use would give the impression that it's very weighted organizational chart but I think, I don't think it's excessive, but it's definitely not a very flat structure, lots of companies would have much flatter structure, they wouldn't have supervisors, they would just have, you know, the manager, the assistant managers.

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I think in some respects having a number of levels allow each of those levels to focus on the particular aspects of the job that they need to focus on so they don't become overburdened with too many responsibilities. They're having, you know, the director, the assistant director, assistant managers, coordinators, supervisors, the line employee allows everyone to deal with the particular tasks of their job specifically. The more level that you take away, the more extra responsibility sometimes fall on the level that remains so.

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I think right for the moment when we recruit people with attitude. We recruit people, one of questions is in our interview programme is, you know, how to deal with angry guests or what would you do, so we want them to be able to resolve the customer's problem, have the time and we want them to feel empowered and be empowered, so we look for those skills at the recruitment stage.

When they come to our orientation, it's something again, we reinforce it in the orientation, that, it's them, make difference with the guests, so they have huge effect, can have a huge impact on our guests' experience, so we do, we cover it in the orientation with them so they're kind of getting training on there, and then on a day to day basis, their department train. We run other initiatives, other training initiatives, in this hotel we give them the access to e-knowledge which is e-learning to our line employees so they can, you know, log on, and do courses, and watch videos and something, and we have special, we call e-den, it's a little room and has 4 PC there, they can log on, they can use it there or they can use it at home. So, I think they are empowered, I think the training we do, we did the big training this year on guest experience, and that talked about getting me right, getting it right, and wire me if you can. I think that saying to them, you know, it's your responsibility, you are empowered to do it, you can and not only you can, we want you to, also.

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I mean the company, it's motto really, is to recruit attitude, and to train for skills, it's the attitude and the culture, we think that fits the culture in the organization and that's important. So, that's why we look for it specifically, the skills is, the lesser, you know, it's not so important because we can train anybody to do anything if they want to learn and if they are willing to learn. [00:14:33.44]

I think it's this, we ask, you know, the questions we ask in the interview, we ask them to tell us about real examples, so we ask us real example, where how they dealt with something or how they react in a certain situation, so it's hard to say, it is hard to explain, but I suppose it's passion, and the energy and the enthusiasm to learn, to deliver the service, to be energized by doing that, that's probably.

[00:15:21.71]

We do, you know, even in the division, we encourage people to address the guests by names at all levels, so we encourage them to interact with the guests, so on a day to day training that every single day we are constantly encouraging them to interact with the guests and you know, to build the relationship with the guests, dependent on what the guest wants, what level of the interaction the guest wants.

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We do a training programme which we call supervisory development programme so the employees who we feel would be good or, you know, who are ready for the next step. For the supervisors or managers, we put them in series modules, look at different aspects so leadership, everything from building relation work so to finance, to managing performance, so they would, that's the specific course for them, again we have e-knowledge. That's sort of base on competence so our training so our training programme are categorized based on the competence, our management competence in Fun Hotel. So, for example, the competence I want to prove on is my adaptability, in e-knowledge learning, you can find all of the learning experiences that are related to that, whereas you know, they recommend reading material, or e-knowledge material, or metro programme, or classroom delivery.

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You know, we involve in another thing, we are very open. Although we are a little bit hierarchal, we have a very open communication, so we encourage, you know, like, we talk about the adjusting, the cross exposure, you know, we encourage them to share information, we have 2 meetings every year, the general employee meetings, we tell them about things so. We do, we try to be transparent.

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We have a direct line committee so they meet every month with the general manager. Then, he brings, if they want a guest speaker, he invite the guest speaker, could be me, that could be the purchasing manager, and these committee representatives bring their ideas, suggestions, concerns to the general manager each month, and the meeting is approximately an hour long. From that, it comes action plan so after that meeting, we share what's happening in the hotel. About the general meeting, we do twice a year, they are about half an hour long for each time, we share the financial figures, we share what's happening with our market sales strategies, what's happening with our human resources so we recap, we give them a glimpse what we are planning for the future so what the goals we are working on, and then we have question forum, they can ask questions after that, so we also do a week newsletter, you might have seen it in our staff restaurant, we do that every Friday, we use that as a very good tool for communicating on our notice board.

We did a survey last year to find out what's the best way to communicate was, and with them, you know, we look at all the e-mails, the communication always comes up, they said the notice board, we actually gave it to the supervisory development as a project, at the end of their programme, they have to do a project and we ask them the project is about how can we effectively communicate with our workforce, so they did a lot of research work which was great. So, we are main, our employees' main communicate way is the notice board and it's in our staff restaurant. And, we do pay slip flyers, every so often, we have done one today, which is the Christmas children party we do for our employees so we put that on the pay slip today. So about every 2 month we do a little flyer, a kind of key information that would be useful and beneficial to the employees. So, we work hard on communicating.

We, in terms of guest complaints, we have Glitch system so we have a Glitch process so if we have interactions with guests, it gives opportunities to improve our level of service. We recorder it and we call it Glitch or wow that just goes to every morning at 9:30 meeting with the managers and that gets to be disseminated to each department to the employees. We have a wow board as well in the staff restaurant where we highlight all the positive comments all the employees have had in the previous month and every month we have the employee of the month event, at that meeting, it's like a party, it's actually held in the staff restaurant at 12 o'clock. We get, we put all the names and all the people who are wowed in the previous month and we pull out some winners and they have a wheel, wheel of the fortunate. They spin the wheel and get the prizes. That's how I supposed. We communicate the positives. The negatives are communicated and treated at the department level, not in public, so if there's an issue, it will be discussed one to one with you in your department manager. If there's something that everyone needs to be learnt from, we share but we wouldn't say oh Trina made a mistake, you know.

Then, in terms of promotions and the opportunities, all the vacancies are advertised internally so they are advertised on 3 different noticeboard. Once again, in the staff restaurant, one in each of internal service lefts the employees use, it's updated, probably every 4 or 5 days, depending what vacancies we have. It's a corporate policy, the vacancies should be advertised internally so. We also put them in the newsletter so every week in the newsletter we put down what vacancies we have in the hotel and in the company. If there's any particular interesting one in a company new hotel, we can't feature all the company vacancies, but, if for example, Mauritius's opening we will put down Mauritius.

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We have a policy which tells us about the promotion so you need to be in your position the minimum for 3 months. It's used to be 6 months but we reduced it because we feel that we were holding back some of the people who were very keen so we reduced to 3 months, Vic is the first example, how he moved very quickly

from his housekeeping into PBS, reservation. But, he has got the potential, he knows the culture, he is here and he can do it. We knew we can give them support for his new role. So, we advertised that policy. In one or 6, we will put that in, are you looking for a change? Do you want to try a different department? Do you know you can move? We constantly encourage them. We attend some of their meetings as well, some of the department meetings and we say this week we have vacancy in our food and beverage department or the reception department if you would like to apply, let us know or your manager know. So, we are kind of communicate that way and the notice boards.

In the reviews as well, when we do the reviews with our employees, we discuss the opportunities for the next move and then the company has the policy, also that if you have, if it has been discussed in your development plan that you would be ready or you are interested in the next level when the position becomes available, it doesn't have to be advertised, that's yours. So, the company has a structure in a way that makes it easier for, if I am the manager and my employees, I know they want to be promoted in the next level, I need to discuss with them in the review and identify the things that need to work on and you know, make it clear that, when the opportunity comes up if they are performing well, we will give them that position, it's part of internal successional plan. This year we have successional plan meeting. We meet 3 times a year at the planning committee to discuss the successional plans in the hotel. This year we invited some of the senior managers to attend those meeting and to be involved, to try again and make those processes more transparent so they would understand what do we discuss and how we make the decisions so.

[00:26:37.16]

You know it's hard, you know, do we get everything right? No, you know, well some people think we could do it better. You can't guarantee it's there. Then we will do the interview process, you know, based on the performance today and the interview, you know, that's how we make the decision.

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In order to some of applied position, they have to fill out, what we call is internal transfer request form. On that form, they have to state why they want the job. Their manager has to rate their performance on certain competences. So, on 1 to 5 so they tick the box one to five in terms of teamwork and so on.

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Makes them, I think you know, makes them feel part of something, not just the job, part of, you know, everyone is involved, they know what's going on, the things are transparent, that builds the loyalty, obvious you know people become more loyal when they know and understand the reasons why the decisions are made, sometimes, it builds loyalty and I think it builds a sense of the team, you know, when we had the economic downturn, we wrote to all of our employees, you know, we wrote to them. Then we explained what we were doing, you know, what we hope they can work with us, how could we could help, how they help us, you know, together as a team, we see through the economic downturn, so we are very, and that way they feel part of solution to any problem.

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They are very committed, they very committed to, you know, to making the hotel success and they take ownership, you know, I think they feel more involved.

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Again, because if you understand, you are more likely to be motivated to do something, you know, you are more likely to be concerned about something, you know, I think if you got information, I mean, what do they say, it gives power, is it? It empowers them so they understand how the business works. They feel part of it. They feel that they can make the difference. So, they can see that one thing they did with Mr. Brown, when he left on the other day had the impact on the organization, you know, because we shared that good practice then. Then, you know, like Vic, you know, we show case, people who perform well and are promoted from within to encourage other people to do the same so by showing the success of internal promotion. We encourage other people who might be nervous, who might want to try

to say hey maybe I should apply for the job, too. Maybe I will get promoted. So, a lot of people think oh gosh, I could never be at reception, I could never get a job, you know, HR or Finance, you know, they could, of course, they could. So, just, but sometimes they need encouragement, they need to be able to see that other people have tried and succeeded so.

[00:30:51.21]

There're so many examples, you know. Here, yesterday there's a great example, was leaving for the evening and one of our managers has been unwell, and she's also got a lot of happening in her own personal life, she's travelled in a different country, she doesn't have her network here in Ireland or family, so her colleague went out yesterday to her house, brought her some chicken noodle soup to make her feel better and a bunch of flowers, you know, that's just an example, nobody said oh you should do this, but I suppose that's the typical example of how people support one and another. You know, birthday, even a small thing but we recognize birthday with balloon and a card, you know, for guests, there're million things they do every day for guests here, you know, there's one example, there was children in the toilets, in the public toilet, they were trying on all the lotion, you know the little we have, smelly soaps and they thought was great. So, one of the managers in the restaurant said you know let's run down to housekeeping and get a few of the ones we put in the bedrooms. The parcels, they gave them, they gave to the parents and children when they are in the lobby lounge, said there's a little gifts from us. They were young girls and trying these moisturiser in the toilet and they thought it's so posh, so you know, for us, to give a small container, you know, that won't cost us too much and they can take away with them, well , that's really make their day, surprise for them, they love it and their parents said would you like here ? So, the chance they would like to come back so.

[00:33:07.15]

Well, if we have any hotel, that's they are opening, we get communicated tools from our corporate office, so, we have opening or if there's something happen in the hotel people leaving, people starting, we put those on the notice board as well. And, if

there opening's hotel in particular where we know our employees would be interested because they might think to be transferring there, we put it in the newsletter. And then, a lot of departments have their notice boards and they would decide what they think is appropriate to communicate there.

We also for recently, we had a gentleman called Jim Steven, he is the director of operation for Four Season International, he was over in Ireland for personal reasons, but he stayed in the hotel, and we asked if he would speak to our managers, just to take an hour of his time, just to give them a little update on what's happening with the company, so he did. He poped down for an hour and we got all our managers in one room. He spoke to them, you know, told them what's happening at the corporate office, what plans are, we also as a company they video some of the senior management meetings and we share those, we share clips of those on our monthly manager meetings, and we talk about the matters on our employees' meeting and if anyone is here from the corporate office, we tend to bring them around the building and introduce them to the people, even the line employees so we try, I suppose to keep that, the interaction quite alive and current with the corporate office so they know.

 [00:35:17.57]

Think it increases their commitment, their loyalty, their loyalty to our brand, to our chain, and their, you know, their wish to work hard because they feel i's if they are value and they make a difference so I think it makes a huge difference, I think.

[00:36:07.62]

Well it does because they feel if they can, they feel it's their own business, that you know, that they nearly feel that it's their own business, so they care about the company so therefore they try and work hard for the company to generate the income or to make savings like now, when we ask our employees to come up with ideas where we can save money, you know, they are coming up with ideas, you know, they're saying how about we did this or maybe we did something differently, so if we didn't communicate with them, they would never share their knowledge, it's

interactive and sharing, you know, they are the ones who deal with our guests every day, they know, you know, me sitting in my office making the decision, you know, isn't, that's maybe not the right thing, they are the ones who know how the business works on a day to day basis so I think you have to value that.

[00:37:07.44]

I think it's very good, I think, we've opportunities like everywhere else, I think it's pretty good, for example, this month all of the planning committee at the end of November, are doing we called it a fish out of water so each of those would go back and spend a day working in the department at line level, so I am going to be in seasons, I am going to be a waitress, so, you know, it's a gesture, much to say look, you know, we know, not we know how to do, but we are not afraid what we were asking you guys to do, we try, we communicate, you know, managers they hold on briefings, we nominate the employee of the month so we work hard to try and encourage that communication, and we would always say come and see your managers, or come and see us in human resources, so if there's any reservation about speaking to your manager, they can come to us so we always try to keep that communication line open, you know, we are open now, even on the weekends, we do Saturday so that's the day I spend a lot of more time on the floor with employees, it's great, 3 or 4 Saturdays we are coming, and we also open here from 7 in the morning so we get to meet the night employees when they finish shifts so we try as much as possible to have, you know, to keep the door open, to give the opportunities to talk to us. Yes, a corporate standard for human resources.

[00:39:57.33]

I mean there's thing, the extra mile we do things here that would be the extra mile that other hotels don't do, ok, so there are certain things that we do and it would be standard for us but the guests might think we are going to the extra mile, ok, but the non-tangible extra mile, that's where we need to try and understand our guests and our employees so we try to build relationships with them so we understand what they want, what they need, so for example, if, you know, if you are the guest, and we don't send you a complimentary bottle of wine, we need to try to find out if you drink

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alcohol first, you know, this kind of thing, that's the extra mile, the extra mile is getting me right, that's trying to understand people, the guests we have, and knowing what it is we need to do to wire them.

So, the HR standards are that we should try as much as possible in Human Resources to be available to serve 24 for 7 to the operation because the hotel opens 24 hours. The weekends are great for being virtual, because Monday to Friday you tend to get calls in the office, and the phone is ringing, there's more administration, you don't have much time, you don't have as much time, but at least on the weekends, you are much, your phone isn't ringing, you have much time to spend on the floor and spend with the employees, so that's built rapport there, it's important, you know.

[00:42:11.27]

Our general manager, he walks at the hotel 3 times a day, so 3 times a day, morning, lunch time, and evening, he does a route around the whole hotel, and he says hello to everyone, you know, the small gesture, but it really means lot to them, you know, that he takes the time and he knows where they are, then he knows the names, so even from the general manager, it's hugely important. When someone is sick, if an employee is sick here, we will send them a card at home, a get well soon card, you know, we would always let the general manager know, so he is aware, sometimes I give someone a sick leave for long term, we would call them or he would call them, or send them the text, we try as much as possible.

[00:43:13.59]

For example, one of our recruits, she started in July with us, she's just one student of the year, graduate of the year in her colleague yesterday, which is fantastic, she is working today, so her manager told me and then I sent e-mail to all the senior managers to let them know and we put it in the newsletter, and obviously we rang her, and Tuesday when the team's there, we will give her flowers, so, you know, so all those things are important, I think sharing information so everyone knows, and understands that kind of people side, you know, if someone, I mean with the general manager every week, if we have an employee who is sick or an employee who has a

personal issue, we always try to accommodate it, you know. I meet the general manager every week for an hour and we go through all the people issues, and if there's anything, obviously, you know, confidentiality comes into it, but even our planning committee meeting, we meet once a week, if there's an issue, we share it there. It's really important, you know, it's because when he goes to the girl today, when he goes to Chanel today and says hey, Chanel you are the graduate of the year and congratulations, that's make her day, that's so good, that's brilliant for her, you know, and she will really appreciate it.

[00:44:49.10]

Yes, absolutely because they want to work for us, because they know we care about them as employees, and they want to be part of something special, you know, that's what they said, you know, we do care about them, and we do, so they feel happy at work, and they feel valued, so in turn they want to be part of something successful and contribute it, so I think it's really, we treat them badly, your know, they will certainly treat our guests badly, you know, if we don't care about them, how can we expect they care about our guests, you know, so.

[00:46:09.99]

I think it is good, and I think now it's a good time where to proof we have that trust because in Ireland a lot of companies are making people redundant, companies are closing, our employees are, would be worried about things like that, we've been very open to them, and we told them exactly what we are going to deal with that situation, what we intend to do, and what we don't intend to do, so we give them that security, so I think there they are not worrying about what the unknown, because we are saying this is what we are going to do, we are not going to make anyone redundant, we are not going to laying people off, we do not intend to do that and still relieved, and they see other hotels in the same 5 star category, making employees redundant, they are nervous, so, yeah, in the last few months, I think there's where trust is hugely important, that we have to make sure they trust us and they know they are getting the truth from us, and we are telling them, we are sharing information, and in turn you know, we know we can trust them to keep our company information

confidential, that we can say look here is where we are financially, you know, we want you to know because we think it's important to do but we don't want to go and share the information, you know, in Dublin. You just have to trust them, you know, we just say here is the information, we share with you, we ask within the world, you know, in general, they do, we trust them every day, when we have people, you know, who come into our hotel to stay, who don't want to be recognized and they don't want to be talked about, so, every day we say to them you know. There may be people stay in our hotel, we trust our employees every day and make sure they don't discuss it outside world. They know who is coming, we let them know what the name and they want to be called, so there might be Bill Clinton and he wants to be called Mr. Black, so we send around the photo to say this is what he looks like, his name, while he is here, he would be Mr. Black, so we want them, we trust them not go and tell the local newspaper. So, I think it's pretty strong to be honest, you know, recently, we communicate and we hear people have been saying it's good to know and thanks for telling us you've been honest with us, and they can feel to be part of it.

[00:49:14.74]

I think they have to because managers can't be there watching employees everyday all day, and managers have to trust their employees to be able to do their job and to be able to make right decisions, and you know that's why our recruitment process is tough enough, you know, they get 4 interviews, you know, because if they in, we invest them, we want to put time in them, so, I suppose we minimize our risk at the recruitment stage, you know, and throughout our training programme we have, you know, so.

[00:49:55.25]

I think huge, I think it makes them feel proud, part of things, make them feel loyalty, you know.

[00:50:09.80]

Because you wouldn't be afraid to make a decision, you would, you know you have trust in your manager, you can be trusted to make decision or to do something, you

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are not, you are not afraid to do something, you know you can just go ahead to make the decision and you have the support, you know, I think.

[00:50:37.76]

I think it's good, again, they hold the briefing, you know, they tend to talk, the manager again cares about the employees, I think it's good, I think so.

[00:51:12.63]

Organisational culture, brand loyalty, I think the only thing is brand, you know, the brand loyalty, a lot of people who come to work for Fun Hotel, have specifically chosen Fun Hotel, you know, they don't want to work for any hotel, they want to maybe work for Fun Hotel, or maybe one or two other groups, and they choose Fun Hotel, because of the reputation that we have, so I think some of them, that's one thing that we didn't encourage them to go extra mile, I think that the loyalty to the brand, the brand, I don't mean the brand, the sign we have outside, but the culture of our company, so there, you know, I mean, friends of mine in the hotel industry who are working for Fun Hotel, Joe said God Trio now you are part of the mafia and you will never escape, it's funny and common, but it's reflected that the fact even people from outside see Fun Hotel, when you join Fun Hotel, you don't just get a job, you are attached to them, you are part of the family, you are part of, you know, once you get in, you will be looked after, when you are there, you will be promoted, you will be moved around, you really, you don't just get a job from Fun Hotel, you are part of the organization, part of the brand. That is the only thing I can think, the brand loyalty, the organizational culture.

Appendix C: Codebooks

5.1 Codebook of OCB

Third level (Identified themes)	Second level (patterns)	First level (codes)
OCB is identified as paying attention to detail (non-tangible extra mile which requires extra care and efforts and it can be applied to external and internal guests)	The focus of OCB is applicable to external guests Small things related to external guests; attention to details is of help to offer personalised service; Attention to details is applied to look after guests throughout their stay via communications and the sharing of information; OCB is decision-making to empowered behaviour	The extra mile, small things, standards, offering service, offer something complimentary, little touches, a little bit sensitive, a bit more effort, guest requests, guests complaints, personalised service, the non-tangible extra mile, specific requirements, guests with different cultural backgrounds, guest preferences, make decisions
	The focus of OCB applicable to internal guests (employees) Small things related to the company, the sharing of information related to OCB; OCB is about helping colleagues; OCB related to the process of service delivery; line managers' support is seen as OCB	The budget, saving the energy, recycle paper, share the knowledge, personalised service, having information, teamwork, the process of service delivery, trust

5.2 Codebook of organisational culture

Third level (Identified themes)	Second level (patterns)	First level (codes)
OCB is seen as part of organisational culture	The motto (treat the way that you want to be treated) facilitates OCB	go the extra mile and make a difference to guest experience, a company philosophy, trust,

		appreciation, respect, teamwork, commitment
	Service culture facilitates OCB	Service, recruit, training, problem-solving, feel empowered, willing to be empowered

5.3 Codebook of managerial empowerment

Third Level (identified theme)	Second level (patterns)	First level (codes)
Managerial empowerment can have a positive impact upon OCB	Structure and OCB	multi-layers, flat structure; easy to discuss/report issues with managers; ask for assistance; supervisory role; responsibilities; easy to communicate; relax atmosphere; open and honest discussion; work like a team (flexibility) -No supervisory role but the concierge staff play a supervisory role in its team
	Discretion to act and OCB	The extra mile and the boundary; go the extra mile through line staff; guest complaints; guest requests; Power is from the top/General Manager; motivated to look for solutions; Access to resources and OCB
	Training and OCB	Service standards with flexibility; inductionprogramme trainers; mentor and coaching; develop career; bending the rules; sharing

		good practice regarding empowerment; management programme

5.4 A codebook of organisational politics

Third Level (identified theme)	Second level (patterns)	First level (codes)
Communications and the sharing of information are identified as key factors creating a positive and open political work environment where OCB can be fostered and developed	Various ways of communications between employees and OCB	We talk to each other; everything about guest; what is happening for that day; briefing; the notice board; newsletter; E-mails; meetings; updates; newsletter; open door policy; monthly party; customer complains; training; the basic information; communications through meetings (The daily meeting; the reception meeting; communication meeting; GM meeting; the morning meeting)
	One to one communications and OCB	make a mistake; we inform her or him when there is happening or making a mistake; the positive comments; management have good communication with us (line staff) after the guest left; freedom of choices relating to service interactions; access to resources
	Information relating the company and OCB	the company database
	Information relating to the hotel and OCB	the hotel database ; E-mails; guest complaint
	Information relating to the department and OCB	the handover; E-mail; channel communication; the line managers; meetings

5.5 Codebook of Trust

Third Level (identified theme)	Second level (patterns)	First level (codes)
Trust is built up to have a positive impact upon OCB through having trust in the first place, help and support, and the way of dealing matters/issues	Having trust in the first place and OCB	* Sharing the general philosophy (do it right, do your job in a better way) help employees build up trust among them (inspiring and helpful managers) * Communications (have line staff's voice) * The training system makes employees feel confident in passing on information and skills to new staff. Further, trust is built into the team through the training process
	Trusting relationships: Help, support, and respectful treatments	*Line managers: give advices, give feedback, offer assistance, suggestions, be there, have a backup, give opportunities to learn, always encourage, work close with line employees, point out the directions, helping personal issues, give line employees what they need to do their job, give time to line employees (discuss issues in a respectful way), good listeners *Line managers: give advices, give feedback, offer assistance, suggestions, be there, have a backup, give opportunities to learn, always encourage, work close with line employees,

	point out the directions, helping personal issues, give line employees what they need to do their job, give time to line employees (discuss issues in a respectful way), good listeners *The mentor programmes and coach systems (very informal and no structured)