6th INTERNATIONAL STRATEGIC MANAGEMENT CONFERENCE

"Searching For Strategies Out Of The Global Recession"

The Proceedings of 6th International Strategic Management Conference

July 8-10, 2010
St. Petersburg, Russia

THE PROCEEDINGS OF 6th INTERNATIONAL STRATEGIC MANAGEMENT CONFERENCE

Searching For Strategies Out Of The Global Recession

July 8-10, 2010 **St. Petersburg, Russia**

6th. INTERNATIONAL STRATEGIC MANAGEMENT CONFERENCE

"Searching For Strategies Out Of The Global Recession"

July 8-10, 2010
St. Petersburg, Russia

Honorary Presidents
Ahmet YÜKSEL (Ph.D.)
Ali AKDEMİR (Ph.D.)
Alinur BÜYÜKAKSOY (Ph.D.)

Chairman
Erol EREN (Ph.D.)

Co-Chair
Oya ERDİL (Ph.D.)

Typesetting
Mehtap ÖZŞAHİN

Organizing Institutions

Beykent University

Gebze Institute of Technology

Canakkale Onsekiz Mart University

Prime Ministry State Planning Organization of The Republic of Turkey

TABLE OF CONTENTS

STRATEGIES FOR THE GLOBAL CRISIS

COMPETITIVENESS

SUPPLY CHAIN MANAGEMENT

HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

INFORMATION TECHNOLOGIES AND E-BUSINESS

STRATEGIC MANAGEMENT IN PUBLIC SECTOR

ENERGY AND DEVELOPMENT STRATEGIES

ORGANIZING COMMITTEE

- Erol Eren (Chairman, Beykent University, Istanbul-Turkey)
- Oya Erdil (Co-Chair, Gebze Institute of Technology, Kocaeli-Turkey)
- Ali Akdemir (Co-Chair,Canakkale Onsekiz Mart University, Canakkale-Turkey)
- Kemal Madenoğlu (Undersecretary, Prime Ministry State Planning Organization - Turkey)
- Erhan Usta (Deputy Undersecretary, Prime Ministry State Planning Organization – Turkey)
- Ahmet Çelenkoğlu (General Directorate of Economic Modeling and Strategic Research, Prime Ministry State Planning Organization – Turkey)
- Anıl Yılmaz (Strategic Planning Department, Prime Ministry State Planning Organization – Turkey)
- Lütfihak Alpkan (Gebze Institute of Technology, Kocaeli-Turkey)
- Richard Lynch (Middlesex University, London, UK)
- A. J. Strickland III (The University of Alabama, Tuscaloosa, Alabama - USA)
- Uğur Yozgat (Marmara University, Istanbul, Turkey)
- Cemal Zehir (Gebze Institute of Technology, Kocaeli-Turkey)
- Tanses Gülsoy (Beykent University, Istanbul-Turkey)
- Güngör Tuncer (Beykent University, Istanbul-Turkey)
- Fuat Oktay (Turkish Airlines, Istanbul, Turkey)
- Gülruh Gürbüz (Marmara University, Istanbul-Turkey)
- Irem Erdoğmuş (Marmara University, Istanbul-Turkey)
- Esin Sadıkoğlu (Gebze Institute of Technology, Kocaeli-Turkey)
- Meral Elçi (Gebze Institute of Technology, Kocaeli-Turkey)
- Mehtap Özşahin (Gebze Institute of Technology, Kocaeli-Turkey)
- Erdal Aydin (Canakkale Onsekiz Mart University, Canakkale-Turkey)

ADVISORY BOARD & REVIEW COMMITTTEE

- *Hakan Kitapçı (Gebze Institute of Technology, Kocaeli-Turkey)*
- *Halil Çivi (İnönü University, Malatya-Turkey)*
- *Halim Kazan (Gebze Institute of Technology, Kocaeli-Turkey)*
- *Halis Kalmış (Canakkale Onsekiz Mart University, Canakkale-Turkey)*
- *Halit Keskin (Gebze Institute of Technology, Kocaeli-Turkey)*
- *HA-Nguyen (Vietnam National University, Hanoi School of Business, Vietnam)*
- *Hasan İbicioğlu (Süleyman Demirel University, Isparta-Turkey)*
- *Hayat Kabasakal (Boğaziçi University, İstanbul-Turkey)*
- *Hikmet Timur (Hacettepe University, Ankara-Turkey)*
- *Hisao Fujimoto (Osaka University of Economics, Japon)*
- *Howard Clayton (Auburn University, USA)1*
- *Hüseyin İnce (Gebze Institute of Technology, Kocaeli-Turkey)*
- *İnan Özalp (Anadolu University, Eskişehir-Turkey)*
- *Jamaluddin H. Husain (Purdue University)*
- *Jiri Mezulanik (Silesian University, Opava-Czech Republic)*
- *JoAnn D. Hawkins, Howard Community College, Columbia, Maryland, USA*
- *Johan Hough (Stellenbosch University, South Africa)*
- *Julie Barker Lebo, Ball State University, Muncie, Indiana, USA*
- *Jungwan Lee (Bang College of Business, Kazakhstan)*
- *Kamil Kozan (St. John Fisher College, USA)*
- *Kathleen Marshall Park (Massachusetts Institute of Technology, USA)*
- *Kenneth Holland, Ball State University, Muncie, Indiana, USA*
- *Lars Ehrengren (Stockholm University, Sweden)*
- *Ljiljana Maurovic (University of Rijeka, Croatia)*
- *Lonnie Strickland (The University of Alabama, Tuscaloosa, Alabama - USA)*
- *Lütfihak Alpkan (Gebze Institute of Technology, Kocaeli-Turkey)*
- *M. K. Sharma (Himachal Pradesh University, Shimla-India)*
- *Mahmut Özdevecioğlu (Erciyes University, Kayseri-Turkey)*
- *Mariana Dodourova (University Of Hertfordshire, UK)*
- *Marius Ungerer (Stellenbosch University, South Africa)*
- *Mehmet Barca (Sakarya University, Sakarya-Turkey)*
- *Mehmet Sahin (Anadolu University, Eskisehir-Turkey)*
- *Mehmet Şahin (Canakkale Onsekiz Mart University, Turkey)*
- *Mehmet Zor Kaya (Diyalog Avrasya, Chisinau, Republic of Moldova)*
- *Muhsin Halis (Gaziantep University, Gaziantep-Turkey)*
- *Mümin Ertürk (Beykent University, İstanbul-Turkey)*
- *Münevver Çetin (Marmara University, İstanbul-Turkey)*
- *Murat Azaltun (Beykent University, İstanbul-Turkey)*
- *Murat Kasimoglu (Canakkale Onsekiz Mart University, Turkey)*
- *Murat Kayalar (Süleyman Demirel University, Isparta-Turkey)*
- *Musa Pınar (Valparaiso University, Indiana-USA)*
- *Mustafa Delican (Beykent University, İstanbul-Turkey)*
- *Mustafa Köksal (Kocaeli University, Kocaeli-Turkey)*
- *Nazan Yelkikalan (Canakkale Onsekiz Mart University, Canakkale-Turkey)*
- *Necdet Timur (Anadolu University, Eskisehir-Turkey)*
- *Neil Bechervause (Swinburne University of Technology, Melbourne- Australia)*
- *Nurhan Papatya (Süleyman Demirel University, Isparta-Turkey)*
- *Nurullah Genç (Kocaeli University, Kocaeli-Turkey)*
- *Ömer Adil Atasoy (Osman Gazi University, Eskişehir-Turkey)*
- *Ömer Torlak (Osman Gazi University, Eskişehir-Turkey)*
- *Ömür Özmen (Dokuz Eylül University, İzmir-Turkey)*
- *Orhan Elmacı (Dumlupınar University, Kütahya-Turkey)*
- *Oya Erdil (Gebze Institute of Technology, Kocaeli-Turkey)*
- *Özlem Özkanlı (Ankara University, Ankara-Turkey)*
- *Paul Z. Jackson, The Solutions Focus, St. Albans, United Kingdom*
- *Pauline Magee-Egan (St. John's University, USA)*
- *Peet Venter (University of South Africa, Pretoria-South Africa)*
- *Radhi Al-Mabuk, University of Northern Iowa, Cedar Falls, Iowa, USA*
- *Recep Şener (Muğla University, Muğla-Turkey)*
- *Refik Culpan (Pennsylvania State University, Harrisburg-USA)*
- *Refika Bakoğlu (Marmara University, İstanbul-Turkey)*
- *Rezan Tatlıdil (Ege University, İzmir-Turkey)*
- *Richard Alan Nelson, Louisiana State University, Baton Rouge, Louisiana, USA;*

- *Richard Lynch (Middlesex University, London-UK)*
- *Rıdvan Karalar (Anadolu University, Eskişehir-Turkey)*
- *Riza Atiq Abdullah (Universiti Ke Bangsaan-Malaysia)*
- *Sabahat Bayrak (Pamukkale University, Denizli-Turkey)*
- *Sadi Can Saruhan (Marmara University, İstanbul-Turkey)*
- *Sefer Şener (Canakkale Onsekiz Mart University, Turkey)*
- *Selahattin Sarı (Beykent University, İstanbul-Turkey)*
- *Selen Doğan (Niğde University, Niğde-Turkey)*
- *Selim Iter (St. John Fisher College, USA)*
- *Selim Özdemir, Qafqaz University, Baku, Azerbaijan*
- *Selim Zaim (Fatih University, Turkey)*
- *Şerafettin Sevim (Dumlupınar University, Kütahya-Turkey)*
- *Sergei Mordovin (International Management Institute St. Petersburg, Russia)*
- *Sevinç Köse (Celal Bayar University, Manisa-Turkey)*
- *Şevki Özgener (Nevşehir University, Nevşehir-Turkey)*
- *Shamsul Nahar Abdullah (Northen University of Malaysia,AmanMalasia)*
- *Sharan L. Oswald (Auburn University, USA)*
- *Shaukat Ali (University of Wolverhampton, Shropsire-Great Britain)*
- *Sonja Petrovich Lazarevic (Monash University, Victoria-Australia)*
- *Stanislav Poloucek (Silesian University, Opava-Czech Republic)*
- *Subodh Bhat (San Francisco State University,San Francisco - USA)*
- *Sudi Apak (Beykent University, Turkey)*
- *Süleyman Türkel (Çağ University, Mersin - Turkey)*
- *T. Diana A. De Macedo- Soares (Pontifical Catholic University of Rio de Janeiro, Brazil)*
- *Tanses Gülsoy (Beykent University, İstanbul-Turkey)*
- *Tatiana A. Burenina (State University of Management, Russia)*
- *Tijen Harcar (İzmir University of Economics, Turkey)*
- *Tuğba Karabulut (Istabul Commerce University, Turkey)*
- *Tuna Taner (Celal Bayar University, Manisa-Turkey)*
- *Uğur Yozgat (Marmara University, İstanbul-Turkey)*
- *Ülkü Dicle (Yeditepe University, İstanbul-Turkey)*
- *V. Dolyatovskiy (The Rostow State University, Russia)*
- *Victor Gnevko (St. Petersburg Institute of Management and Economics, Russia)*
- *Vojtech Malatek (Silesian University, Opava-Czech Republic)*
- *Warren J. Keegen (Pace University, USA)*
- *Xavier Richet (University of Sorbonne Nouvelle-Paris 3, France)*
- *Yasemin Arbak (Dokuz Eylül University, İzmir-Turkey)*
- *Yonca Gürol (Yıldız Technical University, İstanbul-Turkey)*
- *Yücel Acer (Canakkale Onsekiz Mart University, Canakkale-Turkey)*
- *Zeyyat Hatipoglu (Dogus University, Istanbul-Turkey)*
- *Zoltán Veres (Budapest Business School, Budapest, Hungary)*

PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY OF HOTEL EMPLOYEES IN CAPPADOCIA

Emine Ogut
Selcuk University, Turkey

Ibrahim Ilhan and Metin Kaplan
Nevsehir University, Turkey

Melis Attar
Selcuk University, Turkey

ABSTRACT

The aim of this study is to analyse relationship between perceived organizational support and organizational citizenship behaviour in hotel businesses. According to results of correlation analysis a positive relationship between perceived organizational support and conscientiousness and civic virtue, subdimensions of organizational citizenship behavior, was determined while no significant relationships were found between perceived organizational support and other three variables such as altruism, courtesy, and sportsmanship.

Key words: *Perceived Organizational Support, Organizational Citizenship Behavior, Hotel Businesses*

INTRODUCTION

Customer satisfaction is based on employees' performance to a great extent in tourism businesses in which they work hard and at irregular work hours. Cooperation and mutual assistance is an indispensable prerequisite to provide an efficient service in hotel businesses, which requires employees' organizational citizenship behaviour.

Development of organizational citizenship behaviour is based on some antecedents. This study focuses on perceived organizational support defined as "global beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (Panaccio and Vandenberghe, 2009: 224). Employees who feel that they have been well supported by their organizations tend to reciprocate by performing better and engaging more readily in citizenship behaviour than those reporting lower levels of perceived organizational support (Wayne et al., 1997: 90).

In this context, the research objective of this study is to investigate the relationship between perceived organizational support and organizational citizenship behavior (altruism, courtesy, sportsmanship, conscientiousness, and civic virtue) in five-star hotel businesses.

Perceived Organizational Support

Perceived Organizational Support (POS) is a unidimensional measure of the general belief held by an employee that the organization is committed to him or her, values his or her continued membership, and is generally concerned about the employee's well-being (Hellman et al., 2006: 631). According to organizational support theory, POS meets socioemotional needs, provides assurance that aid will be available when needed, and indicates the organization's readiness to recompense efforts made on its behalf (Eisenberger et al., 2001: 42). POS corresponds to the degree to which employees feel that the organization that employs them is willing to equitably compensate them for their efforts, help them in case of need (e.g. illness, work-related problems), make their work interesting and stimulating, and provide them with adequate working conditions (Aube et al., 2007: 480).

Eisenberger and colleagues suggested that an employee's perception of how an organization values him or her may be vital for determining if any attitudes or behaviours benefiting the organization emerge from social exchange relationship (Moorman et al., 1998: 351). Employees having the perception of strong organisational support are more likely to behave on behalf of the organisation theoretically. In this frame POS is usually associated with Blau's (1964) social exchange theory, which argues that employees will trade their efforts for the promise of material and personal rewards that the organization may offer in the future (Stamper ve Johlke, 2003: 571).

Organizational support theory also addresses the psychological processes underlying consequences of POS. First, on the basis of the reciprocity norm, POS should produce a felt obligation to care about the organization's welfare and to help the organization reach its objectives. Second, the caring, approval, and respect connoted by POS should fulfil socioemotional needs, leading workers to incorporate organizational membership and role status into their social identity. Third, POS should strengthen employees' beliefs that the organization recognizes and rewards increased performance (i.e., performance-reward expectancies). These processes should have favourable outcomes both for employees (e.g., increased job satisfaction and heightened positive mood) and for the organization (e.g., increased affective commitment, performance and organizational citizenship behaviour reduced turnover) (Rhoades and Eisenberger, 2002: 699).

Organizational Citizenship Behavior

Organizational Citizenship Behaviour (OCB) is one of the positive behavioural consequences of POS, and defined as extra-role behaviour that is discretionary and not explicitly related to the formal reward system of an organization but is conducive to its effective functioning (Niehoff and Moorman, 1993: 529; Organ, 1997: 86). OCB displays the following characteristics: (1) behaviour which is above and beyond that formally prescribed by a person's organizational role, (2) discretionary behaviour on the part of the employee, (3) behaviours not directly or explicitly rewarded in the organization's formal reward system, and (4) behaviours important for the effective and successful functioning of the organization (Piercy et al., 2006: 247). Volunteerism is the prerequisite for OCB. Organ (1988) classifies OCBs into five categories: altruism, courtesy, sportsmanship, conscientiousness, and civic virtue.

Altruism is described as those behaviours that have to do with helping a specific person, (supervisor, co-worker, or client) (Barksdale and Werner, 2001: 146). (e.g., voluntarily helping less skilled or new employees and assisting coworkers who are overloaded or absent) (Yoon and Suh, 2003: 598).

Courtesy, which describes the gestures that people exhibit at work to help prevent work problems for others (Konovsky and Organ, 1996: 255).

Sportsmanship consists of actions that employee refrain from complaining, doing petty grievances, railing against real or imagined slights, and making federal cases out of small potatoes (Yoon and Suh, 2003: 598).

Conscientiousness is discretionary behaviour that goes well beyond the minimum role requirements of the organization (e.g., working extra-long days, returning phone calls from the home office promptly, never bending the rules, entertaining only when it is clearly in the best interest of the company to do so) (MacKenzie et al., 1993: 71).

Civic virtue, responsibly participating in the life of the firm (e.g. attending meetings/functions that are not required but that help the firm, keeping up with changes in the organization, taking the initiative to recommend how procedures can be improved) (Dimitriades, 2007: 473).

Previous research has demonstrated that POS relates positively to organizational citizenship behaviour (e.g., Shore and Wayne, 1993: 777; Moorman et al., 1998: 354). Shore and Wayne (1993) investigated the relationship between perceived organizational support and organizational citizenship behaviour on employees and their direct supervisors working in a large multinational firm headquartered in the southeastern United States. According to the results, positive relationship between POS and OCB was found out. Results also indicate that POS is a predictor of OCB. Wayne et al., (1997) found out positive relationship between perceived organizational support and organizational citizenship behaviour of employees with at least five years of tenure at a large corporation in the United States. Wayne et al., (2002) found out positive relationship between perceived organizational support and organizational citizenship behaviour in the research on employees and their direct supervisors from two metal fabricating plants that are subsidiaries of a Fortune 500 company. Piercy et al., (2006) found out positive relationship between perceived organizational support and organizational citizenship behaviour in the research

on sales persons. Liu (2009) examined the relationships between organizational support and organizational citizenship behaviour in multinational corporations located in Mainland China. Results indicate that perceived organizational support is significantly related to organizational-directed OCB.

Researches in the related literature support the social exchange view that POS develops feelings of obligation that contribute to organizational citizenship behaviours. In the light of these findings, the following hypothesis will be tested:

H_1: There is a positive relationship between perceived organizational support and altruism.
H_2: There is a positive relationship between perceived organizational support and courtesy.
H_3: There is a positive relationship between perceived organizational support and sportsmanship.
H_4: There is a positive relationship between perceived organizational support and conscientiousness.
H_5: There is a positive relationship between perceived organizational support and civic virtue.

METHODOLOGY

Sample

The sampling is from employees in five-star hotel businesses licensed by the Tourism Ministry in the Cappadocia Region. Participants work in front offices, food and beverage, and storey services departments of these hotels. Interviewers were recruited to distribute to 150 subjects. In total 135 employees responded to the survey. Of the employees who responded, 128 provided useable questionnaires on all study variables for a response rate of 85.3 per cent.

TABLE 1

The demographic profiles of employees are shown in Table 1. 32.8% of participants that responded to the questionnaire were female and 67.2% were male. 68.8 percent of the respondents were married and 31.3 percent were single. Almost 75.0 percent of the respondents were younger than 30 years old. In terms of education levels, 21.1% of participants had graduated from primary school, 55.5% from secondary school, and 17.2% from high school. 6.3 percent of the participants had a bachelor's degree. When worked departments are taken into consideration, it is seen that the participants to the survey are more employed in food and beverage (43.8 percent), front offices (28.9 percent), and storey services departments (27.3 percent) in these hotels. 52.3% of the participants completed the tourism and hotel management training.

Measures

Organizational citizenship behavior (altruism, courtesy, sportsmanship, conscientiousness, and civic virtue) was designated as the dependent variable in this study, while perceived organizational support was considered as the independent variables. To measure perceived organizational support, we used the short version of Perceived Organizational Support Scale with 10-items developed by Eisenberger et al. (1992) and Lynch et al. (1999). Participants responded on a 5-point Likert-type scale dictating to the extent which they agreed with each statement as it reflected their present work environment (1= strongly disagree, 5= strongly agree). The internal reliability estimated for this sample was 0.80. On the other hand, organizational citizenship behaviour was measured with 20 items 5-point Likert scale (1=strongly disagree, 5=strongly agree) developed by Podsakoff and MacKenzie (1989). The items were classified in terms of the five dimensions of altruism (helping other members of organization in their tasks), courtesy (preventing problems deriving from the work relationship), sportsmanship (accepting less than ideal circumstances), conscientiousness (dedication to the job and desire to exceed formal requirements in aspects such as punctuality or conservation of resources), and civic virtue (responsible and constructive involvement and participation in issues confronting the group and organization) (Dimitriades, 2007: 473; Konovsky and Organ, 1996: 257). Each subscale contained 4 items and Cronbach's alphas were as follows: 0.84 for altruism, 0.86 for courtesy, 0.68 for sportsmanship, 0.78 for conscientiousness and 0.88 for civic virtue.

RESULTS

Table 2 shows means, standard deviations, correlations among variables, and cronbach's alpha coefficients.

TABLE 2

As shown in Table 2, as a result of Pearson correlation analysis perceived organizational support had significant and positive relationships with conscientiousness (r=,227; p<0.01) and civic virtue (r=,177; p<0.05). According to these findings H_4 and H_5 were supported. This finding was similar to the study results of Liu (2009). No significant relationships were found between POS and other three variables such as altruism, courtesy, and sportsmanship. In this respect, H_1, H_2, and H_3 were not supported. Conscientiousness and civic virtue are related directly to the contributions of individuals to the organization while altruism, courtesy, and sportsmanship are concerned with the individuals' interaction with others. Hence, it is an expected result that there is positive relationship between POS and conscientiousness and civic virtue.

The following suggestions can be offered in order to get employees to have the perception of a supportive organization;

- Creative ideas, suggestions, and comments of the employees should be taken into consideration,
- An effective communication system should be provided,
- A participatory management approach should be adapted.

There are potential areas for future research. It is suggested that antecedents and consequences of POS and OCB should be investigated for different industries or organizations.

REFERENCES

Aube, C., Rousseau, V. and Morin, E. M. (2007), 'Perceived organizational support and organizational commitment the moderating effect of locus of control and work autonomy', *Journal of Managerial Psychology*, 22 (5), pp.479-495.

Barksdale, K. and Werner, J.M. (2001), 'Managerial ratings of in-role behaviors, organizational citizenship behaviors, and overall performance: testing different models of their relationship', *Journal of Business Research*, 51, pp.145-155.

Dimitriades, Z.S. (2007), 'The influence of service climate and job involvement on customer-oriented organizational citizenship behavior in Greek service organizations: A survey', *Employee Relations*, 29(5), pp.469-491.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D. and Rhoades, L. (2001), 'Reciprocation of perceived organizational support', *Journal of Applied Psychology*, 86 (1), 42-51.

Hellman, C. M., Fuqua, D. R. and Worley, J. (2006), 'A reliability generalization study on the survey of perceived organizational support: The effects of mean age and number of items on score reliability', *Educational and Psychological Measurement*, 66 (4) (August), pp.631-642.

Konovsky, M.A. and Organ, D.W. (1996), 'Dispositional and contextual determinants of organizational citizenship behavior', *Journal of Organizational Behavior*, 17, pp.253-266.

Liu, Yuwen (2009), 'Perceived organizational support and expatriate organizational citizenship behaviour The mediating role of affective commitment towards the parent company', *Personnel Review*, 38(3), pp.307-319.

Lynch, P. D., Eisenberger, R. and Armeli S. (1999), 'Perceived organizational support: Inferior versus superior performane by wary employees', *Journal of Applied Psychology*, 84 (4), pp.467-483.

MacKenzie, S.B., Podsakoff, P.M. and Fetter, R. (1993), 'The impact of organizational citizenship behavior on evaluations of salesperson performance', *Journal of Marketing*, 57, pp.70-80.

Moorman, R. H., Blakely, G. L. and Niehoff, B. P. (1998), 'Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior', *Academy of Management Journal*, 41 (3), pp.351-357.

Niehoff, B. P. and Moorman, R. H. (1993), 'Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior', *Academy of Management Journal*, 36(3), pp.527-556.

Organ (1988), Organizational citizenship behaviour: The good soldier syndrome, Lexington, MA: Lexington.

Organ, D. W. (1997), 'Organizational citizenship behavior: It's construct clean-up time', *Human Performance*, 10(2), pp.85-97.

Panaccio, A. and Vandenberghe, C. (2009), 'Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study', *Journal of Vocational Behavior*, 75, pp.224-236.

Piercy, N. F., Cravens, D. W., Lane, N. and Vorhies, D. W. (2006), 'Driving organizational citizenship behaviors and salesperson in-role behavior performance: The role of management control and perceived organizational support', *Journal of the Academy of Marketing Science*, 34 (2), pp.244-262.

Podsakoff, P. M. and MacKenzie, S. B. (1989), 'A second generation measure of organizational citizenship behavior', *Working paper*, Indiana University.

Rhoades, L. and Eisenberger, R. (2002), 'Perceived organizational support: A review of the literature', *Journal of Applied Psychology*, 87 (4), pp.698-714.

Shore, L. M. and Wayne, S. J. (1993), 'Commitment and employee behavior: Comparison of affective commitment and continuance commitment with perceived organizational support', *Journal of Applied Psychology*, 78 85), pp.774-780.

Stamper, C. L. and Johlke, M. C. (2003), 'The impact of perceived organizational support on the relationship between boundary spanner role stress and work outcomes', *Journal of Management*, 29 (4), pp.569-588.

Wayne, S. J., Shore, L. M. and Liden, R. C. (1997), 'Perceived organizational support and leader-member exchange: A social exchange perspective', *Academy of Management Journal*, 40 (1), pp.82-111.

Wayne, S. J., Shore, L. M., Bommer, W. H. and Tetrick, L. E. (2002), 'The role of fair treatment and rewards in perceptions of organizational support and leader-member exchange', *Journal of Applied Psychology*, 87 (3), pp.590-598.

Yoon, M.H. and Suh, J. (2003), 'Organizational citizenship behaviors and service quality as external effectiveness of contact employees', *Journal of Business Research*, 56, pp.597-611.

Table 1: Demographic Characteristics of Sample

Characteristics	f	(%)	Characteristics	f	(%)
Gender			**Education Level of Participants**		
Male	86	67.2	Primary school	27	21.1
Female	42	32.8	Secondary school	71	55.5
			High school	22	17.2
			Bachelor' degree	8	6.3
Status of a person					
Married	88	68.8	**Worked Department**		
Single	40	31.3	Front office	37	28.9
			Food and beverage,	56	43.8
Age			Storey service	35	27.3
Less than 25	29	22.7			
26-30	67	52.3			
31-40	25	19.5			
41 or more	7	5.5			

Table 2: Descriptive Statistics and Inter-correlations among Study Variables

	Mean	Std. Dev.	1	2	3	4	5	6
1. POS	3,62	0,60	(0,80)					
2. Altruism	3,53	0,99	,076	(0,84)				
3. Courtesy	3,62	1,07	,055	,631**	(0,86)			
4. Sportsmanship	3,56	0,83	,114	,603**	,600**	(0,68)		
5. Conscientiousness	4,03	0,67	,227**	,496**	,465**	,567**	(0,78)	
6. Civic virtue	3,73	1,00	,177*	,427**	,414**	,466**	,428**	(0,88)

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).