



**UNIVERSITI PUTRA MALAYSIA**

**ANTECEDENTS OF JOB EMBEDDEDNESS AND ITS EFFECT ON  
PROACTIVE CUSTOMER SERVICE PERFORMANCE OF FRONTLINE  
EMPLOYEES IN THE HOSPITALITY INDUSTRY**

**CHAN WEI LEONG**

**GSM 2019 14**



**UPM**  
UNIVERSITI PUTRA MALAYSIA  
BERILMU BERBAKTI

**ANTECEDENTS OF JOB EMBEDDEDNESS AND ITS EFFECT ON  
PROACTIVE CUSTOMER SERVICE PERFORMANCE OF FRONTLINE  
EMPLOYEES IN THE HOSPITALITY INDUSTRY**

**By**

**CHAN WEI LEONG**

**Thesis Submitted to Putra Business School  
in Fulfilment of the Requirements for the Degree of Doctor of Philosophy**

**October 2018**

## **COPYRIGHT**

All material contained within the thesis, including without limitation text, logos, icons, photographs, and all other artwork, is copyright material of Universiti Putra Malaysia unless otherwise stated. Use may be made of any material contained within the thesis for non-commercial purposes from the copyright holder. Commercial use of material may only be made with the express, prior, written permission of Universiti Putra Malaysia.

Copyright © Universiti Putra Malaysia



Abstract of thesis presented to the Senate of Universiti Putra Malaysia  
in fulfilment of the requirement for the degree of Doctor of Philosophy

**ANTECEDENTS OF JOB EMBEDDEDNESS AND ITS EFFECT ON  
PROACTIVE CUSTOMER SERVICE PERFORMANCE OF FRONTLINE  
EMPLOYEES IN THE HOSPITALITY INDUSTRY**

By

**CHAN WEI LEONG**

**October 2018**

**Chair: Associate Professor Ho Jo Ann, PhD**

**Faculty: Putra Business School**

The highly competitive hospitality business environment and the ever rising customer expectations have urged scholars and managers to pay constant attention to employees' customer service performance. On top of in-role behaviours, employees are expected to proactively demonstrate extra-role behaviours to enhance customer experience. However, what galvanizes such proactive extra-role service behaviours, theoretically termed as proactive customer service performance, remains an underexplored issue. Anchoring in the hospitality, customer service performance, and human resource management literature, this study captured job embeddedness as a likely antecedent. In addition, given the utility of job embeddedness, several other research gaps pertaining to its antecedents and mediating roles, as well as the relationship between off-the-job and on-the-job embeddedness, were also examined.

Using self-administered questionnaires, 163 paired responses were gathered from frontline employees and their supervisors/managers in 16 hotels/resorts with a rating of four stars and five stars in Malaysia. Partial Least Square Structural Equation Modeling (PLS-SEM) analyses supported six out of the 15 hypotheses. In particular, on-the-job embeddedness had a positive relationship with proactive customer service performance but off-the-job embeddedness had no relationship with it. The associations of level of control over work hours and felt obligation with on-the-job embeddedness were marginally and significantly positive, respectively. The association between perceived organizational work-life support and on-the-job embeddedness, however, was null. Against the hypotheses, none of the proposed antecedents predicted off-the-job embeddedness and the mediating roles of off-the-job and on-the-job embeddedness were all insignificant except for the relationship between felt obligation and proactive customer service performance which was mediated by on-the-job embeddedness. As expected, off-the-job and on-the-job embeddedness correlated positively, level of control over work hours influenced perceived organizational work-life support positively, and perceived organizational

work-life support affected felt obligation positively. Taken together the findings, a meaningful social exchange process from level of control over work hours to proactive customer service performance was evident. The study concluded that employees' proactive customer service performance was contingent upon their level of control over work hours, and their job embeddedness played a sizable social exchange role in between. On-the-job embeddedness was more proximate to proactive customer service performance than was off-the-job embeddedness.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia  
sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**FAKTOR PERANGSANG KEPADA KEBENAMAN KERJA SERTA KESAN  
KE ATAS PRESTASI PERKHIDMATAN PELANGGAN PROAKTIF  
ANTARA PEKERJA DALAM INDUSTRI HOSPITALITI**

Oleh

**CHAN WEI LEONG**

**Oktober 2018**

**Pengerusi: Professor Madya Ho Jo Ann, PhD**

**Fakulti: Putra Business School**

Persekitaran perniagaan hospitaliti yang amat berdaya saing dan jangkaan pelanggan yang semakin meningkat telah mendorong para penyelidik dan pengurus supaya memberi perhatian yang berterusan kepada prestasi pekerja dalam perkhidmatan pelanggan. Selain daripada perkhidmatan biasa, pekerja juga diharap untuk menunjukkan perkhidmatan tambahan secara proaktif untuk memberi pengalaman yang memuaskan kepada pelanggan. Namun, apa yang merangsang perkhidmatan tambahan ini, secara teorinya dikenali sebagai prestasi perkhidmatan pelanggan proaktif, masih merupakan satu isu yang kurang jelas. Merujuk kepada kesusasteraan dalam perhotelan, prestasi perkhidmatan pelanggan, dan pengurusan sumber manusia, kajian ini mengenal pasti kebenaran kerja (*job embeddedness*) kemungkinan besar adalah satu faktor perangsang. Selain itu, memandangkan kegunaan kebenaran kerja, beberapa jurang penyelidikan lain yang berkaitan dengan faktor perangsangnya, peranannya sebagai pembolehubah perantaraan, serta hubungan antara kebenaran luar kerja dan dalam kerja, juga diperiksa.

Dengan kaedah soal selidik, 163 maklum balas berpasangan telah dikumpulkan daripada kakitangan barisan hadapan dan penyelia/pengurus mereka di 16 hotel/resort yang bertaraf empat bintang dan lima bintang di Malaysia. Analisis *Partial Least Square Structural Equation Modeling* (PLS-SEM) menyokong enam daripada 15 hipotesis. Khususnya, kebenaran dalam kerja mempunyai hubungan yang positif dengan prestasi perkhidmatan pelanggan proaktif tetapi kebenaran luar kerja tidak mempunyai hubungan dengannya. Tahap kawalan masa kerja dan rasa kewajipan berkait positif dengan kebenaran dalam kerja secara sedikit dan banyak masing-masing. Hubungan positif antara persepsi sokongan organisasi terhadap kehidupan-kerja dan kebenaran dalam kerja adalah tidak sah. Menentang hipotesis, tiada satu pun faktor perangsang yang dicadangkan meramal kebenaran luar kerja, dan peranan kebenaran luar dan dalam kerja sebagai pembolehubah perantaraan adalah tidak wujud kecuali untuk hubungan antara rasa kewajipan dan prestasi

perkhidmatan pelanggan proaktif yang diperantarakan oleh kebenaran dalam kerja. Seperti yang dianjurkan, kebenaran luar dan dalam kerja mempunyai hubungan yang positif, dan tahap kawalan masa kerja mempengaruhi persepsi sokongan organisasi terhadap kehidupan-kerja secara positif, dan persepsi sokongan organisasi terhadap kehidupan-kerja mempengaruhi rasa kewajipan secara positif. Secara keseluruhannya, satu proses pertukaran sosial yang bermakna dari tahap kawalan masa kerja ke prestasi perkhidmatan pelanggan proaktif adalah jelas. Kajian ini membuat kesimpulan bahawa prestasi perkhidmatan pelanggan proaktif adalah bergantung kepada tahap kawalan pekerja dalam masa kerja, dan kebenaran kerja memainkan peranan pertukaran sosial yang penting di antara mereka. Kebenaran dalam kerja adalah lebih dekat dengan prestasi perkhidmatan pelanggan proaktif berbanding dengan kebenaran luar kerja.



## ACKNOWLEDGEMENTS

I commenced my PhD program in September 2013. The journey of thesis completion has not been easy, and it would not have been completed without the support and guidance of many people. Hence, I would like to seize this opportunity to thank all these people who made this thesis possible and an unforgettable experience for me.

First of all, I would like to express my deepest gratitude to my supervisor, Associate Professor Dr. Ho Jo Ann, who has never failed to offer her continuous guidance and encouragement throughout the course of this thesis. I thank her for the systematic guidance and great effort she put into training me in the field.

I owe a huge debt of gratitude to my co-supervisors, Associate Professor Dr. Serene Ng Siew Imm and Professor Murali Sambasivan, for their advice and support to make this thesis a success. Their inspiration and enlightening comments have helped me to feel more at ease throughout my graduate studies. I greatly appreciate their dedication and readiness to help me in any way, despite their tight schedule.

I am extremely appreciative to the Higher Education Ministry of Malaysia for the MyBrain scholarship. The scholarship has ultimately relieved the financial burden of my family for this academic pursuit. I hope more people could be benefited from this government's initiative of promoting higher education.

Finally, I would like to extend the profound gratitude from my deep heart to my beloved parents, siblings, relatives and friends for their love and continuous support, both spiritually and materially. They are always my motivation to move further and work harder towards achieving my academic goal. I am blessed to have them in my life.

Thank you to those who remain unnamed but remembered.



I certify that a Thesis Examination Committee has met on 1 October 2018 to conduct the final examination of Chan Wei Leong on his thesis entitled “Antecedents of Job Embeddedness and its Effect on Proactive Customer Service Performance of Frontline Employees in the Hospitality Industry” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy (Management).

Members of the Examination Committee were as follows:

**Sazali Abdul Wahab, PhD**

Professor  
Putra Business School  
(Chairman)

**Sridar A/L Ramachandran, PhD**

Associate Professor  
Faculty of Economics and Management  
Universiti Putra Malaysia  
(Internal Examiner)

**Hooi Lai Wan (Carol), PhD**

Associate Professor  
Nottingham University Business School  
Nottingham University  
Malaysia  
(External Examiner)

**John Burgess, PhD**

Professor  
School of Management  
RMIT University  
Australia  
(External Examiner)

---

**PROF. DR. M. IQBAL SARIPAN**

Deputy Vice Chancellor (Academic & International)  
Universiti Putra Malaysia

Date:

On behalf of,  
Putra Business School

This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

**Ho Jo Ann, PhD**

Associate Professor  
Faculty of Economics and Management  
Universiti Putra Malaysia  
(Chairman)

**Ng Siew Imm, PhD**

Associate Professor  
Faculty of Economics and Management  
Universiti Putra Malaysia  
(Member)

**Murali Sambasivan, PhD**

Professor  
Taylor's Business School  
Taylor's University Malaysia  
(Member)

---

**PROF. DR. M. IQBAL SARIPAN**

Deputy Vice Chancellor (Academic & International)  
Universiti Putra Malaysia

Date:

On behalf of,  
Putra Business School

## Declaration by Graduate Student

I hereby confirm that:

- this thesis is my original work;
- quotations, illustrations and citations have been duly referenced;
- this thesis has not been submitted previously or concurrently for any other degree at any other institutions;
- intellectual property from the thesis and copyright of thesis are fully-owned by Universiti Putra Malaysia, as according to the Universiti Putra Malaysia (Research) Rules 2012;
- written permission must be obtained from supervisor and the office of Deputy Vice-Chancellor (Research and Innovation) before thesis is published (in the form of written, printed or in electronic form) including books, journals, modules, proceedings, popular writings, seminar papers, manuscripts, posters, reports, lecture notes, learning modules or any other materials as stated in the Universiti Putra Malaysia (Research) Rules 2012;
- there is no plagiarism or data falsification/fabrication in the thesis, and scholarly integrity is upheld as according to the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) and the Universiti Putra Malaysia (Research) Rules 2012. The thesis has undergone plagiarism detection software.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name and Matric No.: \_\_\_\_\_

## Declaration by Members of Supervisory Committee

This is to confirm that:

- the research conducted and the writing of this thesis was under our supervision;
- supervision responsibilities as stated in the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) are adhered to.

Chairman of Supervisory Committee:

Signature: \_\_\_\_\_

Name: Associate Professor Dr. Ho Jo Ann

Members of Supervisory Committee:

Signature: \_\_\_\_\_

Name: Associate Professor Dr. Serene Ng Siew Imm

Signature: \_\_\_\_\_

Name: Professor Dr. Murali Sambasivan

## TABLE OF CONTENTS

<b>ABSTRACT</b>	<b>Page</b>
<b>ABSTRAK</b>	i
<b>ACKNOWLEDGEMENTS</b>	iii
<b>APPROVAL</b>	v
<b>DECLARATION</b>	vi
<b>LIST OF TABLES</b>	viii
<b>LIST OF FIGURES</b>	xiii
<b>LIST OF ABBREVIATIONS</b>	xiv
	xv

## **CHAPTER**

<b>1</b>	<b>INTRODUCTION</b>	
	1.1 Background of Study	1
	1.2 Problem Statement	4
	1.3 Scope of Research	6
	1.4 Research Objectives	7
	1.5 Research Questions	7
	1.6 Significance of Study	7
	1.6.1 Theoretical Significance	8
	1.6.2 Practical Significance	9
	1.7 Glossary of Terms	10
	1.8 Organization of Thesis	11
	1.9 Summary	12
<b>2</b>	<b>LITERATURE REVIEW</b>	
	2.1 The Malaysian Hospitality Industry	13
	2.2 Customer Service Performance	14
	2.2.1 Importance of Customer Service Performance	14
	2.2.2 Antecedents of Customer Service Performance	15
	2.2.3 Theories Used to Explain Customer Service Performance	17
	2.2.4 Proactive Employees	19
	2.3 Job Embeddedness Model	21
	2.3.1 History of Job Embeddedness	21
	2.3.2 On-the-Job Embeddedness	23
	2.3.3 Off-the-Job Embeddedness	23
	2.4 Measurement of Job Embeddedness	24
	2.4.1 Composite Measure	25
	2.4.2 Global Measure	25
	2.5 Predictability of Job Embeddedness	32
	2.5.1 Employee Turnover	32
	2.5.2 Employee Performance	33
	2.6 Antecedents of Job Embeddedness	33
	2.7 Mediating Effects of Job Embeddedness	34
	2.8 Theories Used to Explain Job Embeddedness	35

2.9	The Current State of Knowledge and Research Gaps	36
2.9.1	Proactive Customer Service Performance	36
2.9.2	Potential Antecedents of Job Embeddedness	37
2.9.2.1	Level of Control over Work Hours	37
2.9.2.2	Perceived Organizational Work-Life Support	39
2.9.2.3	Felt Obligation	40
2.9.3	Mediating Role of Job Embeddedness	41
2.9.4	Operationalisation of Job Embeddedness	42
2.9.5	Relationship between Off-the-Job and On-the-Job Embeddedness	42
2.9.6	Underlying Theory	43
2.10	Summary	44
3	<b>RESEARCH FRAMEWORK</b>	
3.1	Overarching Theoretical Framework	46
3.2	Relationship between Level of Control over Work Hours and Off-the-Job Embeddedness	48
3.3	Relationship between Level of Control over Work Hours and On-the-Job Embeddedness	49
3.4	Relationship between Level of Control over Work Hours and Perceived Organizational Work-Life Support	49
3.5	Relationship between Perceived Organizational Work-Life Support and Off-the-Job Embeddedness	50
3.6	Relationship between Perceived Organizational Work-Life Support and On-the-Job Embeddedness	50
3.7	Relationship between Perceived Organizational Work-Life Support and Felt Obligation	51
3.8	Relationship between Felt Obligation and On-the-Job Embeddedness	51
3.9	Relationship between Off-the-Job Embeddedness and Proactive Customer Service Performance	52
3.10	Relationship between Off-the-Job Embeddedness and On-the-Job Embeddedness	52
3.11	Relationship between On-the-Job Embeddedness and Proactive Customer Service Performance	53
3.12	The Mediating Effects of Off-the-Job and On-the-Job Embeddedness	53
3.13	Summary	54
4	<b>METHODOLOGY</b>	
4.1	Research Philosophy	55
4.2	Design of Study	56
4.3	Sampling	57
4.3.1	Sampling Frame	57
4.3.2	Sampling Strategy	57
4.3.3	Sampling Size	59
4.4	Data Collection Procedures	60
4.4.1	Instrumentation	62

4.4.2	Measurement	62
4.4.2.1	Level of Control over Work Hours	63
4.4.2.2	Perceived Organizational Work-Life Support	63
4.4.2.3	Felt Obligation	63
4.4.2.4	Off-the-Job Embeddedness	64
4.4.2.5	On-the-Job Embeddedness	64
4.4.2.6	Proactive Customer Service Performance	65
4.5	Pre-Testing and Pilot Testing	65
4.6	Data Analysis	66
4.6.1	Quality of Data	67
4.6.2	Data Analysis Method	67
4.6.2.1	Partial Least Squares Structural Equation Modeling (PLS-SEM)	69
4.7	Summary	71
5	<b>FINDINGS AND DISCUSSION</b>	
5.1	Demographic Profiles of Samples	72
5.1.1	Demographic Profile of Frontline Employee Respondents	72
5.1.2	Demographic Profile of Supervisor/Manager Respondents	73
5.2	Findings	75
5.2.1	Data Preparation	75
5.2.2	Assessment of Reflective Measurement Models	78
5.2.3	Assessment of Formative Measurement Models	80
5.2.4	Assessment of the Structural Model	82
5.2.5	Assessment of Mediation Effects	90
5.2.6	Summary Results of Hypotheses Testing	91
5.3	Discussion	92
5.4	Summary	97
6	<b>CONCLUSION</b>	
6.1	Summary Background of Research	100
6.2	Summary Purpose of Research	100
6.3	Summary of Findings	102
6.4	Implications	103
6.4.1	Theoretical Implications	103
6.4.2	Practical Implications	106
6.5	Limitations of Study	109
6.6	Recommendations for Future Research	109
6.7	Conclusion	112
	<b>REFERENCES</b>	113
	<b>APPENDICES</b>	147
	<b>BIODATA OF STUDENT</b>	171
	<b>LIST OF PUBLICATIONS</b>	172

## LIST OF TABLES

Table	Page
2.1 Original and revised composite job embeddedness measurement items	26
2.2 Original and adapted global job embeddedness measurement items	31
4.1 Number of establishments in each stratum	58
4.2 Number of participating establishments in each stratum	59
4.3 Required and projected numbers of respondents for each stratum	60
4.4 Variables and source of measurement	63
4.5 Breakdown of distributed, returned, and usable questionnaires for each stratum	67
5.1 Demographic profile of frontline employee respondents	72
5.2 Demographic profile of supervisor/manager respondents	74
5.3 Descriptive statistics of constructs	77
5.4 Reliability and validity of reflective measurement models	78
5.5 Fornell-Larcker criterion for discriminant validity	80
5.6 Heterotrait-Monotrait (HTMT) criterion for discriminant validity	80
5.7 Measurement properties of formative constructs	81
5.8 Collinearity assessment of the structural model	82
5.9 Assessment of path coefficients	85
5.10 Coefficient of determination (R <sup>2</sup> ) of each endogenous construct	86
5.11 Effect size of each exogenous construct	87
5.12 Predictive relevance of reflective endogenous constructs	88
5.13 Results of each indirect effect	90
5.14 Confidence interval for each indirect effect	91
5.15 Summary results of hypotheses testing	91
5.16 Model assessment criteria and markers	97



## LIST OF FIGURES

Figure	Page
3.1 Conceptual Framework	48
4.1 Structural Equation Model of the Current Study	70
5.1 Final Measurement Model	83
5.2 Structural Model	84
5.3 Overall Assessment Results of the Structural Model	89
5.4 Significant Relationships in the Hypothesized Path Model	97

## LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
BCI	Bootstrapped Confidence Interval
CR	Composite Reliability
HTMT	Heterotrait-Monotrait Ratio of Correlations
PLS-SEM	Partial Least Squares Structural Equation Modeling
VIF	Variance Inflation Factor





# CHAPTER 1

## INTRODUCTION

This chapter reflects the utility of job embeddedness in human resource management. The meagre attention to the off-the-job dimension of embeddedness somewhat undervalues its latent importance in influencing employee outcomes. Moving forward from the empirical evidence exhibiting the robust predictive strength of job embeddedness beyond retention, the development of a comprehensive model that integrates both the embeddedness dimensions with the antecedents and performance outcome is indispensable for an advanced understanding of the subject. Research gaps and research problems are explicitly pinpointed in this chapter. A list of glossary of terms is included at the end of the chapter.

### 1.1 Background of Study

With today's more affordable airfare, expanding international flight connectivity and increasing consumer purchasing power, the hospitality industry is riding a broad wave of growth globally. Over the past two decades, the figure of international travel departures across the globe has doubled from about 600 million in year 1996 to about 1.3 billion in year 2016 (Langford & Weissenberg, 2018). In Malaysia, the phenomenon is evident with the soaring number of hotels ranging from budget to luxury, independent to chain, local brands to international brands. From 4,072 units in year 2014, the number surged about 18% to 4,799 units in year 2015 (Tourism Malaysia, 2017). Together with the food and beverage industry, the contribution of the hospitality industry to the gross domestic product (GDP) of the service sector rose from RM27.6 billion in the year of 2014 to approximately RM29.4 billion in year 2015 (Ministry of Finance Malaysia, 2017). The healthy statistics are probably attributed to the government's launch of Visit Malaysia Year 2014 and Malaysia Year of Festivals 2015 which featured a series of tourism activities in the country. In year 2014, tourist arrivals were recorded high at 27.4 million compared to that of 24.6 million in year 2010 (Ministry of Economic Affairs Malaysia, 2018a). These considerable efforts not only benefited the tourism industry but the ancillary hotel and restaurant industries too. Carrying on the yearly rollout of such tourism initiatives alongside the Malaysian Economic Transformation Programme which highlights tourism as one of the national key economic areas (Public Service Department Malaysia, 2017), the hospitality industry is anticipated to flourish in the coming years. On the other hand, the promising outlook has induced stiff competition in the industry and exacted its players to render service at their best, apart from offering decent products, to savour a share from the tourism economic pie (Tavitiyaman, Qu, & Zhang, 2011).

In tandem with the increasingly competitive market environment, providing impeccable service seems to be the primary motto of every organization (Malaysian

Association of Hotels, 2016). As service delivery is very much interpersonal, the attainment of customer satisfaction is greatly dependent on employee customer service behaviour (Raub & Liao, 2012). In other words, employees, especially frontlines, are prevailing customers' point of reference to the service quality evaluation of an organization (Wu & Ko, 2013). With this realization, researchers and managers have tackled the customer satisfaction topic extensively from the human resource lens (Chang, Chiang, & Han, 2012; He, Li, & Lai, 2011). Besides encouraging the mundane in-role service performance that goes by the job descriptions (Williams & Anderson, 1991), extra-role service performance that crosses above and beyond the customary job descriptions is also heavily promoted (Motowidlo & Van Scotter, 1994; Van Dyne, Cummings, & McLean Parks, 1995). Giving sufficient training to employees and implementing a fair reward and recognition system are some of the common measures to catalyse positive performance outcomes (Chiang & Birtch, 2011; Choi & Dickson, 2009; Lee, Nam, Park, & Lee, 2006; Salanova, Agut, & Peiró, 2005; Yap, Bove, & Beverland, 2009). Even more desperately wanted, frontline employees commit themselves to always be proactive during the service delivery process to exceed customers' expectations and hit the highest levels of customer satisfaction (Brown, Venkatesh, Kuruzovich, & Massey, 2008; Campbell, 2000).

It may sound redundant to some to treat extra-role behaviours and proactive behaviours as discrete variables, but doing so is not without its theoretical and practical merits. Imagine a situation where a customer runs out of cigarettes in the midst of dinner. Would there be a difference in customer satisfaction if the service crew proactively offers assistance to get a pack of cigarettes from a nearby shop instead of after being asked by the customer? Surely the proactive approach would impress the customer even more. Although often perceived as synonymous, extra-role behaviours and proactive behaviours do contrast on a thin line (Grant & Ashford, 2008). Whereas extra-role behaviours could at times be passive and situation-oriented, such as extending help to customers only upon request or following a service lapse, proactive behaviours take place ahead with need anticipation and self-initiative to prevent problems or better the state of affairs (Bateman & Crant, 1999; Bindl & Parker, 2010). Expressing it in the customer service context, proactive customer service performance is therefore characterized by self-initiated, long-term-oriented, and persistent service behaviours that go beyond explicitly prescribed performance requirements (Rank, Carsten, Unger, & Spector, 2007). For an industry that is immensely vulnerable to human behaviours and hence service failures like hospitality, proactive customer service performance is indeed sought after to allow little or no leeway for mishaps (Gursoy, McCleary, & Lepsito, 2007). Thus, research attention on proactive customer service performance continues to be warranted to keep abreast with the dynamic of employee behaviour and the rise of customer demand.

A recent breakthrough in the human resource literature that might implicate proactive customer service performance is a retention construct theoretically termed as "job embeddedness" (Mitchell, Holtom, Lee, Sablinski, & Erez, 2001). Distinct from the traditional notion of turnover that accentuates perceived desirability of movement

(e.g., job satisfaction and commitment) and ease of movement (job search and availability of alternatives), Mitchell et al. (2001) put forward that employee retention involves a broad constellation of work (on-the-job/organizational) and non-work (off-the-job/community) influences that can be classified under three dimensions namely links, fit and sacrifice. Links refer to the extent to which an individual has formal or informal connections with other people whereas fit reflects the extent to which the individual feels compatible or comfortable to the environment or activities. Sacrifice relates to the psychological, social or material cost of leaving the present settings. These forces, metaphorically strands in a “web” in which an employee can become “stuck”, collectively bind employees to the organization (Mitchell et al., 2001). Before long, psychologists, i.e. Crossley et al. (2007), worked out a global measure that captures the overall job embeddedness. This measure is commendable for its statistical advantages (Zhang, Fried, & Griffeth, 2012).

Job embeddedness has manifested its strong predictability for turnover intention above and beyond that accounted for by job satisfaction and organizational commitment as well as perceived alternatives and job search (Mitchell et al., 2001). Moreover, an array of studies have attested its predictive capacity on other important organizational outcomes such as job performance (Cheng, 2013; Lee, Mitchell, Sablinski, Burton, & Holtom, 2004), organizational citizenship (Lee et al., 2004), and work effort (Wheeler, Harris, & Sablinski, 2012). These findings, consonant with Lee et al.’s (2004) stance that employee decision about performing and decision about participating are closely related, suggest that job embeddedness could be the forthcoming ideology that both academics and practitioners should delve into for employee performance.

Pertaining to the hospitality industry, job embeddedness and proactive customer service performance have a discernible association. Frontline employees who are expected to work irregular hours, on weekends and on public holidays often face challenges in coping with their non-work life because they have less time flexibility (Baum, Amoah, & Spivack, 1997; McNamara, Bohle, & Quinlan, 2011). For instance, a front desk employee would seldom have the chance to enjoy festivities with family or friends because he/she is needed at the busy workplace. Being restrained from family and personal life activities, the relationships of frontline employees with their family, friends and organization, as well as their fit to the non-work and work spaces, would dwindle. Under such circumstances, the cost of detaching from the job would also decrease. Consequently, their motivation to perform would decline. Hence, the undesirable working conditions in the hospitality industry are potential perils to employees’ job embeddedness which ultimately deteriorate their proactive customer service performance (Holden, Scuffham, Hilton, Vecchio, & Whiteford, 2010; McNamara et al., 2011). On the contrary, employees whose working conditions and non-work life are well harmonized would establish high levels of links, fit and sacrifice on-the-job and off-the-job. In exchange, they devote greater proactive behaviours to the organization (Cropanzano & Mitchell, 2005). Provided that support is gained from empirical studies, hospitality managers could capitalize on job embeddedness for employees’ proactive customer service performance.



## 1.2 Problem Statement

The bodies of literature on job embeddedness and proactive customer service performance are still in their infancy. The first knowledge area that ought to be substantiated stems from the job embeddedness-extra-role performance scholarship that centred on employee-directed and organization-directed behaviours with little research conducted on customer-directed behaviours. Existing job embeddedness research basically dealt with job performance in two categories i.e. in-role performance (or task performance) and extra-role performance (or contextual performance) (Holtom, Burton, & Crossley, 2012; Lev & Koslowsky, 2012; Sekiguchi, Burton, & Sablinski, 2008). In-role/task performance comprised behaviours related directly to the formal job descriptions (Williams & Anderson, 1991) whereas extra-role/contextual performance associated with more discretionary behaviours that went beyond the job descriptions to enhance the functioning of the organization (Motowidlo & Van Scotter, 1994; Van Dyne et al., 1995). Karatepe and Ngeche (2012) disclosed that embedded employees performed better. Beyond in-role performance, embedded employees were also inclined to engage in extra-role behaviours (Holtom et al., 2012). However, these extra-role behaviours, commonly represented by organizational citizenship behaviours (Lee et al., 2004), were very much employee- or organization-directed. Extra-role behaviours that were customer-directed have been relatively under-studied. As far as the hospitality industry is concerned, the interaction of service employees with customers is critical in shaping customer satisfaction (Malaysian Association of Hotels, 2016; Wu & Liang, 2009). Particularly, being able to go the extra mile to delight customers is the key to successful service delivery (Parker, Williams, & Turner, 2006). It is certain that customer-directed extra-role performance far outweighs that of in-role (Afsar & Badir, 2016). In view of the prominence of extra-role performance to service organizations, and responding to the appeal of considering more performance outcomes (Karatepe, 2013a; Karatepe, 2014), a research avenue is to examine a type of customer-directed extra-role performance, namely proactive customer service performance (Rank et al., 2007).

Next, research on the antecedents of job embeddedness fall remarkably short, specifically that of off-the-job embeddedness. A unique tenet that distinguishes the job embeddedness framework from other turnover models is the off-the-job construct as one pillar to employee retention, on top of the on-the-job construct (Mitchell et al., 2001). Both the on- and off-the-job pillars, with their respective building blocks of links, fit and sacrifice, form the totality of job embeddedness. This fundamental construct of retention has progressively been recognized for its robust predictive potential beyond retention. Albeit researchers have echoed the theory in the past decade, most attention was exerted to either the global job embeddedness without segregating the two dimensions (Crossley et al., 2007), or only the on-the-job dimension on the rationale that it interacts more strongly with work-related outcomes than does the off-the-job counterpart (Burton, Holtom, Sablinski, Mitchell, & Lee, 2010; Lee et al., 2004; Lev & Koslowsky, 2012). In comparison to the on-the-job counterpart for which antecedents identified include organizational socialization tactics (Allen, 2006), leader-member exchange (Harris, Wheeler, & Kacmar, 2011),

conscientiousness (Lev & Koslowsky, 2012) and perceived compensation and growth opportunities (Bergiel, Nguyen, Clenney, & Taylor, 2009), the antecedents of off-the-job embeddedness, unfortunately, remain unexplored thus far. Despite receiving heavier scrutiny, the antecedents of on-the-job embeddedness, nevertheless, converge at the situational level (Allen, 2006; Bergiel et al., 2009; Harris et al., 2011). At the individual level, antecedents appear somewhat ignored. With a number of studies indicating that off-the-job embeddedness does predict employee outcomes such as turnover intention (Dawley & Andrews, 2012; Jiang, Liu, McKay, Lee, & Mitchell, 2012) and job performance (Wheeler et al., 2012), and individual factors do correlate with work outcomes (Bakker, Tims, & Derks, 2012; Liao & Chuang, 2004), discounting the off-the-job embeddedness or individual antecedents would overlook their latent importance to organizations. That being said, further investigations should seek to advance the literature along these lines with an inclusion of the off-the-job embeddedness or individual factors in the exploration of job embeddedness antecedents.

In addition, examination of the mediating role of job embeddedness is only observed in a handful of studies (e.g., Karatepe & Ngeche, 2012; Lev & Koslowsky, 2012). For the sake of customer satisfaction, human resource researchers and managers strive to look for new ways in which to maximize employees' customer service performance. Seeing that job embeddedness can be affected by a myriad of individual and situational factors (e.g., personality traits and leader-member exchange) and has been demonstrated to lead to positive employee performance, it could be a meaningful intermediary mechanism linking its antecedents to employee performance. To illustrate, high level of control over work hours embeds employees in the non-work space because they could carry out their family responsibilities or participate in outside activities such as hobbies or church activities (Karatepe, 2013b; Mitchell et al., 2001). These employees, having benefited from the organization's goodwill, would then reciprocate the organization with elevated performance (Cropanzano & Mitchell, 2005). The dearth of supporting evidence is not just a practical issue but an academic one too. Inquiry on the two embeddedness dimensions as mediating variables is paramount to provide better explanatory power to the direct relationships between their antecedents and employee performance (Harris et al., 2011).

Finally, association between the two embeddedness dimensions is quite an intriguing yet vague subject. As Mitchell et al. (2001) conceptualized, and Ng and Feldman (2012) asserted, both the on-the-job and off-the-job embeddedness are not independent of each other but share a close relationship that they are likely to mutually reinforce. In other words, one dimension of embeddedness could impinge another. Nonetheless, limited evidence has been documented on this. Furthermore, the pervasive application of the global job embeddedness measure seems to be a double-edged sword (Crossley et al., 2007; Karatepe & Shahriari, 2014; Tanova & Holtom, 2008). While the global measure, compared to the composite measure developed by Mitchell et al. (2001), is able to capture the overall perception of job embeddedness without confining to the specific aspects of links, fit and sacrifice, as well as affords several statistical advantages due to the shorter scale length and use



of same response format, its omission to the distinctiveness of the two embeddedness dimensions renders understanding on their varying utility incomplete (Dawley & Andrews, 2012; Zhang et al., 2012). More research is needed to dissect the two embeddedness dimensions, in particular, the interplay between them (Ng & Feldman, 2013). Since the global measure could outstrip the composite measure theoretically and statistically, assessing off-the-job and on-the-job embeddedness individually using the global measure would be the way forward (Ng & Feldman, 2013).

### **1.3 Scope of Research**

Aligned with the objectives, the following scope is set out for the current study. First, this study endeavours to target exclusively the local hospitality employees. Prior job embeddedness research has been conducted mostly in the western setting. On top of that, samples are recruited from various industries such as hospital (e.g., Dawley & Andrews, 2012; Wheeler et al., 2012), banking (e.g., Burton et al., 2010; Mallol, Holtom, & Lee, 2007), and hospitality (e.g., Karatepe & Ngeche, 2012; Karatepe & Shahriari, 2014). Given the evidence that job embeddedness perception may vary across cultures (Jiang et al., 2012; Zhang et al., 2012), and the paucity of relevant work in the unique Malaysian context, collecting responses solely from Malaysian samples would best preserve the validity of findings and expand the current literature (Roberts, Priest, & Traynor, 2006). The selection of employees in the hospitality industry, where long work hours and irregular shift duties are typical (Baum et al., 1997) and customer service is weighty (Ladhari, 2009), is apt to reflect the importance of non-work life in relation to performance of employees.

Second, of special interest on customer service performance in the present study, respondents must be those working frontline in hotels/resorts with at least a 4-star rating because customer expectation on service is higher (Ariffin & Maghzi, 2012). Budget hotels and hotels/resorts carrying three stars and below are deemed unsuitable as services provided are generally limited. Frontline employees may include front desk, concierge, public attendant, wait staff, bartender, spa therapist, and any service personnel who are actively involved in service delivery (Karatepe & Shahriari, 2014; Masdek, Aziz, & Awang, 2011). These employees are often required to work irregular hours and practically deprived of public holidays and special occasions (Baum et al., 1997). Conversely, back office staff members work on weekdays 9-to-5 basis and barely have contact with customers (Zhao & Mattila, 2013). Therefore, pooling the sample with employees who work frontline would better serve the purpose of capturing level of control over work hours, off-the-job embeddedness and proactive customer service performance. In brief, local frontline employees and their superiors in hotels/resorts rated 4 stars and above will be the respondents of this study.

## **1.4 Research Objectives**

Overall, this study aims to separately but simultaneously examine off-the-job and on-the-job embeddedness. More precisely, the present study intends to:

- a) examine the relationships of off-the-job and on-the-job embeddedness with proactive customer service performance,
- b) explore level of control over work hours, perceived organizational work-life support and felt obligation as the antecedents of off-the-job and/or on-the-job embeddedness,
- c) test the mediating effects of off-the-job and on-the-job embeddedness on the relationships between the antecedents and proactive customer service performance, and
- d) investigate the association between off-the-job and on-the-job embeddedness.

## **1.5 Research Questions**

Based on the objectives, this study attempts to answer the following questions:

- a) What are the relationships of off-the-job and on-the-job embeddedness with proactive customer service performance?
- b) What are the antecedents of off-the-job and on-the-job embeddedness?
- c) What are the roles of off-the-job and on-the-job embeddedness between the antecedents and proactive customer service performance?
- d) What is the relationship between off-the-job and on-the-job embeddedness?

## **1.6 Significance of Study**

Having diagnosed the research problems, it is then necessary to mull over the potential contributions of the research. A research is worthwhile when it is of theoretical and practical importance. Against the research objectives, the following subsections discuss the theoretical and practical significance of the present study.

### 1.6.1 Theoretical Significance

This study contributes materially to the body of knowledge concerning proactive customer service performance and job embeddedness. Prior studies have exploited mainly employee-directed and organization-directed extra-role behaviours in the test of the predictability of job embeddedness. Extra-role behaviours that are customer-directed have been left out. This research widens the breadth of job embeddedness literature with scrutiny of a customer-directed extra-role behaviour namely proactive customer service performance. Additionally, proactive customer service performance is labelled as self-initiated and long-term-oriented customer service behaviours, slightly distinct from the ordinary extra-role behaviours which are usually situation-triggered and ad hoc (Rank et al., 2007). To the hospitality industry, this performance might be an effective antidote to service failures (Gursoy et al., 2007). While customer service research has highly advocated proactivity in service delivery (Jong & De Ruyter, 2004; Sabharwal, Soch, & Kaur, 2010), the construct of proactive customer service performance has, regrettably, not much been addressed. Taken together, examination of proactive customer service performance as a correlate of job embeddedness would be enlightening that it would demonstrate the predictive capacity of job embeddedness beyond the employee-directed, organization-directed, and typical customer-directed extra-role behaviours. At the same time, it enriches and propels the customer service performance literature as to how proactive customer service performance would be more likely to occur.

Furthermore, the impact of non-work factors on employee work outcomes is noteworthy, and researchers as well as practitioners are prompted to work in this respect (Harris et al., 2011; Ng & Feldman, 2013). Till date, empirical job embeddedness research has not dedicated enough to this off-the-job domain. To the best of the researcher's knowledge, there is yet any study that probes into the antecedents of off-the-job embeddedness. Hence, this research would be one of the few endeavours to explore factors leading to off-the-job embeddedness. With regard to on-the-job embeddedness, the current listing of antecedents is still sparse. Search effort for its antecedents definitely needs to continue inasmuch as it plays a powerful role in work outcomes (Burton et al., 2010). This study introduces two situational antecedents which are level of control over work hours and perceived organizational work-life support. These two antecedents are unique in a sense that they are capable of influencing both dimensions of job embeddedness, in contrast with others that are often uni-dimensional, such as leader-member exchange (Harris et al., 2011). This venture into bi-dimensional antecedents would be inspiring to researchers who might be interested to compare the magnitude of relationships with antecedents between the two embeddedness dimensions. In addition, this study concurrently includes an individual factor namely felt obligation as the antecedent of on-the-job embeddedness. By doing this, the present study adds insight to not just the antecedents of off-the-job embeddedness but also that of on-the-job embeddedness at the situational level and individual level which is hardly known. Having this valuable information would help researchers in theory building, research and practice (Wollard & Shuck, 2011).

Moreover, as job embeddedness emerges to be a proximate construct to employee outcomes (Lee et al., 2004), it could probably explain a number of factor-outcome relationships. Extant job embeddedness studies, despite only a few, have substantiated its mediating role (e.g., Karatepe, 2014). MacKinnon, Fairchild, and Fritz (2007) highlighted that understanding mediating mechanisms is crucial for developing theory as well as explaining how the effects of an independent variable are transmitted on a dependent variable. Since this study proposes three new antecedents (level of control over work hours, perceived organizational work-life support and felt obligation) as the independent variables and proactive customer service performance as the dependent variable of job embeddedness, the mediation effects of job embeddedness on the relationships between the antecedents and performance outcome are tested. The findings of this study would lend evidence to support or refute the mediation effects of job embeddedness. If supported, the explanatory capacity of job embeddedness would further be consolidated (Lev & Koslowsky, 2012).

Last but not least, off-the-job embeddedness and on-the-job embeddedness represent the degree of enmeshment in two domains i.e. life and work (Mitchell et al., 2001; Zhang et al., 2012). There have been voluminous findings on emotional and behavioural spillovers in the work-life interface (Edwards & Rothbard, 2000). An exemplary work is that by Hecht and Boies (2009) who found employees' participation in non-work activities could result in favourable emotional and behavioural outcomes at work. In terms of embeddedness spillover, it still lacks clarity owing to exercises of only the on-the-job embeddedness or job embeddedness as a unified construct (Crossley et al., 2007). Therefore, the development of a comprehensive model that decomposes job embeddedness into the constructs of off-the-job and on-the-job and incorporates the antecedents and performance outcome would benefit academic researchers in two ways (Murphy, Burton, Henagan, & Briscoe, 2013). First, it could shed light on how embeddedness in one domain co-varies with another domain, specifically how embeddedness in the non-work domain could spillover to the work domain. Second, this framework would lay the theoretical foundation for job embeddedness-performance research in which the importance of non-work aspects of employees might have been taken for granted in the past. More advantageously, the framework would facilitate investigations of models with greater theoretical sophistication (Dawley & Andrews, 2012).

### **1.6.2 Practical Significance**

Successful completion of this study would redound to the benefit of the hospitality industry. To survive a competitive edge in the industry and most importantly to sustain the profitability of the organization, customer service plays a pivotal role. Proactive employees often act on their own initiatives to provide value-added service to customers, rather than merely following the job roles prescribed in the service script (Solomon, Surprenant, Czepiel, & Gutman, 1985). This behaviour is undeniably vital in service industries which always aim to surpass customers' expectations (Raub & Liao, 2012). By examining the relationships of off-the-job and

on-the-job embeddedness with proactive customer service performance, this study would educate industry practitioners on the weight job embeddedness bears on proactive customer service performance, a performance outcome that every service organization should pursue.

Job embeddedness is an emergent concept in human resource management. With the three major elements of links, fit and sacrifice, it binds employees off the job and on the job and brings about desirable outcomes such as reduced turnover intention and enhanced performance (Lee et al., 2004; Mitchell et al., 2001). By exploring the antecedents of job embeddedness, this research would form a more solid empirical basis for the design and operation of human resource practices pertaining to employees' work and non-work lives. Specifically, it would add fresh insights into whether level of control over work hours, perceived organizational work-life support and felt obligation would embed employee off-the-job and/or on-the-job. For example, if this study finds that level of control over work hours embeds employees off the job and/or on the job and subsequently spurs their performance, managers could employ certain strategies in work scheduling in order to accommodate at best the needs of employees.

In the interest of industry practitioners, this research undertaking would call the attention of human resource managers to look into employees' customer service performance from the off-the-job perspective. Investment in on-the-job initiatives such as training programmes and positive leader-member exchange with the aim to boost performance may be to little avail if the employees' off-the-job life is not catered to, particularly frontline employees in the hospitality industry which is notorious for irregular shifts and long work hours (Baum et al., 1997). Perhaps, efforts may be put on promoting employees' off-the-job embeddedness and in return, employees remain with the organization and reciprocate with increased proactive performance. With substantial evidence, this study would provide managers possible directions to tackle employees' proactive customer service performance.

## 1.7 Glossary of Terms

The following terms are operationally defined for the purpose of this study:

**Felt obligation** refers to the extent to which employees believe that they should care about the organization's well-being and should help in achieving the organizational goals (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

**Job embeddedness** refers to the extent to which an individual is enmeshed in the job (Mitchell et al., 2001).

**Level of control over work hours** refers to the degree of control or flexibility in the timing of work (McNamara et al., 2011).



**Off-the-job embeddedness** refers to the extent to which an individual is enmeshed in the community where he/she has a deep psychological and emotional relationship, such as relationships with family/friends, involvements in hobbies or social activities, and any other important aspects in the non-work space (Mitchell et al., 2001; Zhang et al., 2012).

**Off-the-job fit** refers to the perceived compatibility or comfort with the non-work spaces (Mitchell et al., 2001).

**Off-the-job links** refer to the formal or informal connections with other people in the non-work spaces (Mitchell et al., 2001).

**Off-the-job sacrifice** refers to the perceived cost of material or psychological benefits that may be forfeited by leaving the non-work spaces (Mitchell et al., 2001).

**On-the-job embeddedness** refers to the extent to which an individual is enmeshed in the organization (Mitchell et al., 2001).

**On-the-job fit** refers to the perceived compatibility or comfort with the organization (Mitchell et al., 2001, p.1104).

**On-the-job links** refer to the formal or informal connections with other people in the organization (Mitchell et al., 2001).

**On-the-job sacrifice** refers to the perceived cost of material or psychological benefits that may be forfeited by leaving the organization (Mitchell et al., 2001, p.1105).

**Perceived organizational work-life support** refers to the extent to which the organization respects and supports employees' desire to successfully combine work and non-work roles and intends to help them do so (Valcour, Ollier-Malaterre, Matz-Costa, Pitt-Catsoupes, & Brown, 2011).

**Proactive customer service performance** refers to individuals' self-started, long-term-oriented, and persistent service behaviours that go beyond explicitly prescribed performance requirements (Rank et al., 2007).

## **1.8 Organization of Thesis**

This dissertation concentrates on the relationships of job embeddedness with proactive customer service performance, the antecedents and mediating roles of job embeddedness, as well as the association between off-the-job and on-the-job embeddedness. The thesis is organized in six chapters. Chapter 1 gives a succinct overview of the research agenda. Against the background of the hospitality industry, the research issues are explicated. After that, the research scope, questions and objectives are stated. The chapter continues with detailed discussions on the theoretical and practical significance of this research. In the last section, the glossary

of terms used in the research is furnished. Chapter 2 contains a comprehensive report of literature relevant to this research. At the beginning, a smorgasbord of customer service performance studies is scrutinized. Next, the job embeddedness model is introduced. Through an exhaustive review of customer service performance and job embeddedness research, the research gaps come to light. Accordingly, the research aims to bridge these gaps are articulated. Chapter 3 extends to the research framework that guides the present research. Firstly, the basis of framework development is delineated. Subsequently, the theory that overarches the framework is described. Supported by theory and empirical evidence, the chapter then elaborates the argument for each hypothesis.

Chapter 4 focuses on the research methodology applied in this study. The chapter opens with a concise explanation on the philosophical assumptions the researcher holds, which lead to the choice of research methodology and methods. After that, it goes on with details of sampling, ranging from sampling frame to sampling strategies and sample size. After the presentation on measurements, the chapter closes with information on the data analysis method. Chapter 5 progresses with findings obtained from the statistical analyses. At the outset, the demographic profiles of samples recruited for the study are reported. In a systematic manner, the statistical tests and results involved in assessing the research model are elucidated. Given the findings, a thorough discussion is provided at the end of the chapter. Chapter 6 wraps up the thesis with conclusion for the study. The chapter starts with a summary of findings in relation to the research objectives and questions. Based on the findings, the theoretical and practical implications proceed. Lastly, the chapter concludes with limitations of the study and directions for future research.

## **1.9 Summary**

This chapter highlights the significance of job embeddedness in contemporary human resource management apropos of proactive customer service performance. Embeddedness in the off-the-job domain is emerging as an important predictor of employee work performance. The devoid of empirical research on its association with the on-the-job counterpart, antecedents, and impact on performance outcome justify the present study. The main purpose of this research is to establish an exhaustive model explaining the relationships among the antecedents, off-the-job embeddedness, on-the-job embeddedness and proactive customer service performance. Specifically, the objectives are to explore the relationships of off-the-job and on-the-job embeddedness with proactive customer service performance, to examine level of control over work hours, perceived organizational work-life support and felt obligation as the antecedents of job embeddedness, and to investigate the association between the two embeddedness dimensions. This study hypothesizes that off-the-job embeddedness and on-the-job embeddedness mediate the relationships between the antecedents and proactive customer service performance. Examination of the two dimensions of embeddedness separately yet simultaneously is a theoretical and practical issue.

## REFERENCES

- Abbott, M. L., & McKinney, J. (2013). *Understanding and applying research design*. Hoboken, NJ: John Wiley & Sons.
- Abelson, M. A. (1987). Examination of avoidable and unavoidable turnover. *Journal of Applied Psychology*, 72(3), 382-386.
- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (pp. 267-299). New York, NY: Academic Press.
- Afsar, B., & Badir, Y. F. (2016). Person–organization fit, perceived organizational support, and organizational citizenship behavior: The role of job embeddedness. *Journal of Human Resources in Hospitality & Tourism*, 15(3), 252-278.
- Agarwala, T., Arizkuren-Eleta, A., Del Castillo, E., Muniz-Ferrer, M., & Gartzia, L. (2014). Influence of managerial support on work–life conflict and organizational commitment: An international comparison for India, Peru and Spain. *The International Journal of Human Resource Management*, 25(10), 1460-1483.
- Aguinis, H., Edwards, J. R., & Bradley, K. J. (2016). Improving our understanding of moderation and mediation in strategic management research. *Organizational Research Methods*, 20(4), 665-685.
- Ahmad, R., & Zainol, N. A. (2011). What it takes to be a manager: The case of Malaysian five star resort hotels. In *Proceedings of the 2nd International Conference on Business and Economic Research* (pp. 2040-2051).
- Akgunduz, Y., & Sanli, S. C. (2017). The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels. *Journal of Hospitality and Tourism Management*, 31, 118-125.
- Ala-Mursula, L., Vahtera, J., Kivimäki, M., Kevin, M. V., & Pentti, J. (2002). Employee control over working times: Associations with subjective health and sickness absences. *Journal of Epidemiology & Community Health*, 56(4), 272-278.
- Ala-Mursula, L., Vahtera, J., Pentti, J., & Kivimäki, M. (2004). Effect of employee worktime control on health: A prospective cohort study. *Occupational and Environmental Medicine*, 61(3), 254-261.
- AlBattat, A. R. S., & Som, A. P. M. (2013). Employee dissatisfaction and turnover crises in the Malaysian hospitality industry. *International Journal of Business and Management*, 8(5), 62-71.
- Albrecht, S. L., & Su, M. J. (2012). Job resources and employee engagement in a Chinese context: The mediating role of job meaningfulness, felt obligation and positive mood. *International Journal of Business and Emerging Markets*, 4(4), 277-292.



Ali, F., & Omar, R. (2014). Determinants of customer experience and resulting satisfaction and revisit intentions: PLS-SEM approach towards Malaysian resort hotels. *Asia-Pacific Journal of Innovation in Hospitality and Tourism*, 3(2), 1-19.

Allen, D. G. (2006). Do organizational socialization tactics influence newcomer embeddedness and turnover? *Journal of Management*, 32(2), 237-256.

Allen, D. G., & Shanock, L. R. (2013). Perceived organizational support and embeddedness as key mechanisms connecting socialization tactics to commitment and turnover among new employees. *Journal of Organizational Behavior*, 34(3), 350-369.

Allen, T. D. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of Vocational Behavior*, 58(3), 414-435.

Allen, T. D., & Russell, J. E. (1999). Parental leave of absence: Some not so family-friendly implications. *Journal of Applied Social Psychology*, 29(1), 166-191.

Allis, P., & O'Driscoll, M. (2008). Positive effects of nonwork-to-work facilitation on well-being in work, family and personal domains. *Journal of Managerial Psychology*, 23(3), 273-291.

Anafarta, N. (2011). The relationship between work-family conflict and job satisfaction: A structural equation modeling (SEM) approach. *International Journal of Business and Management*, 6(4), 168-177.

Anderson, E. W., & Sullivan, M. W. (1993). The antecedents and consequences of customer satisfaction for firms. *Marketing Science*, 12(2), 125-143.

Ariffin, A. A. M., & Maghzi, A. (2012). A preliminary study on customer expectations of hotel hospitality: Influences of personal and hotel factors. *International Journal of Hospitality Management*, 31(1), 191-198.

Ariffin, A. A. M., Nameghi, E. N., & Zakaria, N. I. (2013). The effect of hospitableness and servicescape on guest satisfaction in the hotel industry. *Canadian Journal of Administrative Sciences*, 30(2), 127-137.

Arshadi, N. (2011). The relationships of perceived organizational support (POS) with organizational commitment, in-role performance, and turnover intention: Mediating role of felt obligation. *Procedia-Social and Behavioral Sciences*, 30, 1103-1108.

Aryee, S., Budhwar, P. S., & Chen, Z. X. (2002). Trust as a mediator of the relationship between organizational justice and work outcomes: Test of a social exchange model. *Journal of Organizational Behavior*, 23(3), 267-285.

Ashford, S. J., Blatt, R., & Walle, D. V. (2003). Reflections on the looking glass: A review of research on feedback-seeking behavior in organizations. *Journal of Management*, 29(6), 773-799.

- Assaf, A., Barros, C. P., & Josiassen, A. (2012). Hotel efficiency: A bootstrapped metafrontier approach. *International Journal of Hospitality Management*, 31(2), 621-629.
- Astrachan, C. B., Patel, V. K., & Wanzanried, G. (2014). A comparative study of CB-SEM and PLS-SEM for theory development in family firm research. *Journal of Family Business Strategy*, 5(1), 116-128.
- Babin, B. J., & Boles, J. S. (1996). The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. *Journal of Retailing*, 72(1), 57-75.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.
- Bailey, R., & Ball, S. (2006). An exploration of the meanings of hotel brand equity. *The Service Industries Journal*, 26(1), 15-38.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, 65(10), 1359-1378.
- Bal, P. M., Jansen, P. G., Van Der Velde, M. E., De Lange, A. H., & Rousseau, D. M. (2010). The role of future time perspective in psychological contracts: A study among older workers. *Journal of Vocational Behavior*, 76(3), 474-486.
- Bandura, A. (1991). Social cognitive theory of self-regulation. *Organizational Behavior and Human Decision Processes*, 50(2), 248-287.
- Barlett, J. E., Kotrlik, J. W., & Higgins, C. C. (2001). Organizational research: Determining appropriate sample size in survey research. *Information Technology, Learning, and Performance Journal*, 19(1), 43-50.
- Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. *Human Relations*, 61(8), 1139-1160.
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior*, 14(2), 103-118.
- Bateman, T. S., & Crant, J. M. (1999). Proactive behavior: Meaning, impact, recommendations. *Business Horizons*, 42(3), 63-70.
- Baum, T., Amoah, V., & Spivack, S. (1997). Policy dimensions of human resource management in the tourism and hospitality industries. *International Journal of Contemporary Hospitality Management*, 9(5/6), 221-229.

Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review*, 19(1), 9-22.

Bergiel, E. B., Nguyen, V. Q., Clenney, B. F., & Taylor, G. S. (2009). Human resource practices, job embeddedness and intention to quit. *Management Research News*, 32(3), 205-219.

Bettencourt, L. A., & Brown, S. W. (1997). Contact employees: Relationships among workplace fairness, job satisfaction and prosocial service behaviors. *Journal of Retailing*, 73(1), 39-61.

Bettencourt, L. A., Gwinner, K. P., & Meuter, M. L. (2001). A comparison of attitude, personality, and knowledge predictors of service-oriented organizational citizenship behaviors. *Journal of Applied Psychology*, 86(1), 29-41.

Biedenbach, G., & Marell, A. (2010). The impact of customer experience on brand equity in a business-to-business services setting. *Journal of Brand Management*, 17(6), 446-458.

Bienstock, C. C., DeMoranville, C. W., & Smith, R. K. (2003). Organizational citizenship behavior and service quality. *Journal of Services Marketing*, 17(4), 357-378.

Bindl, U. K., & Parker, S. K. (2010). Proactive work behavior: Forward-thinking and change-oriented action in organizations. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology* (pp. 567-598). Washington, DC: American Psychological Association.

Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *The Journal of Marketing*, 54(1), 71-84.

Bjørkelo, B., Einarsen, S., & Matthiesen, S. B. (2010). Predicting proactive behaviour at work: Exploring the role of personality as an antecedent of whistleblowing behaviour. *Journal of Occupational and Organizational Psychology*, 83(2), 371-394.

Black, K. (2013). *Applied business statistics* (7th ed.). Singapore: John Wiley & Sons, Inc.

Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: Wiley.

Blomme, R. J., Van Rheede, A., & Tromp, D. M. (2010). Work-family conflict as a cause for turnover intentions in the hospitality industry. *Tourism and Hospitality Research*, 10(4), 269-285.

- Bohle, P., Quinlan, M., Kennedy, D., & Williamson, A. (2004). Working hours, work-life conflict and health in precarious and "permanent" employment. *Revista de Saúde Pública*, 38, 19-25.
- Bohle, P., Willaby, H., Quinlan, M., & McNamara, M. (2011). Flexible work in call centres: Working hours, work-life conflict & health. *Applied Ergonomics*, 42(2), 219-224.
- Bolino, M. C., Harvey, J., & Bachrach, D. G. (2012). A self-regulation approach to understanding citizenship behavior in organizations. *Organizational Behavior and Human Decision Processes*, 119(1), 126-139.
- Bontis, N., Booker, L. D., & Serenko, A. (2007). The mediating effect of organizational reputation on customer loyalty and service recommendation in the banking industry. *Management Decision*, 45(9), 1426-1445.
- Borucki, C. C., & Burke, M. J. (1999). An examination of service-related antecedents to retail store performance. *Journal of Organizational Behavior*, 20(6), 943-962.
- Brady, M. K., & Cronin, J. J. (2001). Customer orientation effects on customer service perceptions and outcome behaviors. *Journal of Service Research*, 3(3), 241-251.
- Brett, J. F., Cron, W. L., & Slocum, J. W. (1995). Economic dependency on work: A moderator of the relationship between organizational commitment and performance. *Academy of Management Journal*, 38(1), 261-271.
- Brief, A. P., Brett, J. F., Raskas, D., & Stein, E. (1997). Feeling economically dependent on one's job: Its origins and functions with regard to worker well-being. *Journal of Applied Social Psychology*, 27(15), 1303-1315.
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of Cross-Cultural Psychology*, 1(3), 185-216.
- Brotheridge, C. M., & Lee, R. T. (2005). Impact of work-family interference on general well-being: A replication and extension. *International Journal of Stress Management*, 12(3), 203-221.
- Brown, S. A., Venkatesh, V., Kuruzovich, J., & Massey, A. P. (2008). Expectation confirmation: An examination of three competing models. *Organizational Behavior and Human Decision Processes*, 105(1), 52-66.
- Burton, J. P., Holtom, B. C., Sablinski, C. J., Mitchell, T. R., & Lee, T. W. (2010). The buffering effects of job embeddedness on negative shocks. *Journal of Vocational Behavior*, 76(1), 42-51.

Bustamam, F. L., Teng, S. S., & Abdullah, F. Z. (2014). Reward management and job satisfaction among frontline employees in hotel industry in Malaysia. *Procedia-Social and Behavioral Sciences*, 144, 392-402.

Caceres, R. C., & Paparoidamis, N. G. (2007). Service quality, relationship satisfaction, trust, commitment and business-to-business loyalty. *European Journal of Marketing*, 41(7/8), 836-867.

Campbell, D. J. (2000). The proactive employee: Managing workplace initiative. *The Academy of Management Executive*, 14(3), 52-66.

Campbell, N. S., Perry, S. J., Maertz, C. P., Allen, D. G., & Griffeth, R. W. (2013). All you need is... resources: The effects of justice and support on burnout and turnover. *Human Relations*, 66(6), 759-782.

Carbery, R., Garavan, T. N., O'Brien, F., & McDonnell, J. (2003). Predicting hotel managers' turnover cognitions. *Journal of Managerial Psychology*, 18(7), 649-679.

Carlson, D. S., Grzywacz, J. G., & Kacmar, K. M. (2010). The relationship of schedule flexibility and outcomes via the work-family interface. *Journal of Managerial Psychology*, 25(4), 330-355.

Casper, W. J., & Buffardi, L. C. (2004). Work-life benefits and job pursuit intentions: The role of anticipated organizational support. *Journal of Vocational Behavior*, 65(3), 391-410.

Casper, W. J., & Harris, C. M. (2008). Work-life benefits and organizational attachment: Self-interest utility and signaling theory models. *Journal of Vocational Behavior*, 72(1), 95-109.

Chan, K. W., & Lam, W. (2011). The trade-off of servicing empowerment on employees' service performance: Examining the underlying motivation and workload mechanisms. *Journal of the Academy of Marketing Science*, 39(4), 609-628.

Chang, A., Chiang, H. H., & Han, T. S. (2012). A multilevel investigation of relationships among brand-centered HRM, brand psychological ownership, brand citizenship behaviors, and customer satisfaction. *European Journal of Marketing*, 46(5), 626-662.

Chang, S. J., Van Witteloostuijn, A., & Eden, L. (2010). From the editors: Common method variance in international business research. *Journal of International Business Studies*, 41(2), 178-184.

Chebat, J. C., & Kollias, P. (2000). The impact of empowerment on customer contact employees' roles in service organizations. *Journal of Service Research*, 3(1), 66-81.



- Cheng, B. L., Mansori, S., & Cham, T. H. (2014). The associations between service quality, corporate image, customer satisfaction, and loyalty: Evidence from the Malaysian hotel industry. *Journal of Hospitality Marketing & Management*, 23(3), 314-326.
- Cheng, C. Y. (2013). A longitudinal study of newcomer job embeddedness and sales outcomes for life insurance salespersons. *Journal of Business Research*. Retrieved 15 October, 2013, from <http://dx.doi.org/10.1016/j.jbusres.2013.07.024>
- Cheng, P. Y., Yang, J. T., Wan, C. S., & Chu, M. C. (2013). Ethical contexts and employee job responses in the hotel industry: the roles of work values and perceived organizational support. *International Journal of Hospitality Management*, 34(2013), 108-115.
- Cheung, G. W., & Lau, R. S. (2008). Testing mediation and suppression effects of latent variables: Bootstrapping with structural equation models. *Organizational Research Methods*, 11(2), 296-325.
- Chiang, F. F., & Birtch, T. A. (2011). Reward climate and its impact on service quality orientation and employee attitudes. *International Journal of Hospitality Management*, 30(1), 3-9.
- Chiang, F. F., Birtch, T. A., & Kwan, H. K. (2010). The moderating roles of job control and work-life balance practices on employee stress in the hotel and catering industry. *International Journal of Hospitality Management*, 29(1), 25-32.
- Chin, W. W. (1998). The partial least squares approach for structural equation modeling. In G. A. Marcoulides (Ed.), *Modern methods for business research* (pp. 295-336). Mahwah, NJ: Lawrence Erlbaum Associates, Inc.
- Chin, W. W. (2010). How to write up and report PLS analyses. In V. E. Vinzi, W. W. Chin, J. Henseler, & H. Wang (Eds.), *Handbook of partial least squares: Concepts, methods and applications* (pp. 655-690). Heidelberg, Germany: Springer.
- Choi, T. Y., & Chu, R. (2001). Determinants of hotel guests' satisfaction and repeat patronage in the Hong Kong hotel industry. *International Journal of Hospitality Management*, 20(3), 277-297.
- Choi, Y., & Dickson, D. R. (2009). A case study into the benefits of management training programs: Impacts on hotel employee turnover and satisfaction level. *Journal of Human Resources in Hospitality & Tourism*, 9(1), 103-116.
- Choo, L. S., & Nasurdin, A. M. (2014). An empirical investigation into the influence of human resource management practices on work engagement: The case of customer-contact employees in Malaysia. *International Journal of Culture, Tourism and Hospitality Research*, 8(3), 345-360.

Christian, M. S., Garza, A. S., & Slaughter, J. E. (2011). Work engagement: A quantitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64(1), 89-136.

Čisar, P., & Čisar, S. M. (2010). Skewness and kurtosis in function of selection of network traffic distribution. *Acta Polytechnica Hungarica*, 7(2), 95-106.

Clark, M. A., Rudolph, C. W., Zhdanova, L., Michel, J. S., & Baltes, B. B. (2015). Organizational support factors and work-family outcomes: Exploring gender differences. *Journal of Family Issues*, 1-26.

Cleveland, J. N., O'Neill, J. W., Himelright, J. L., Harrison, M. M., Crouter, A. C., & Drago, R. (2007). Work and family issues in the hospitality industry: Perspectives of entrants, managers, and spouses. *Journal of Hospitality & Tourism Research*, 31(3), 275-298.

Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences* (2nd ed.). Hillsdale, New Jersey: Lawrence Erlbaum Associates.

Cohen, J. (1992). A power primer. *Psychological Bulletin*, 112(1), 155-159.

Cole, M. S., & Bedeian, A. G. (2007). Leadership consensus as a cross-level contextual moderator of the emotional exhaustion-work commitment relationship. *The Leadership Quarterly*, 18(5), 447-462.

Collins, D. (2003). Pretesting survey instruments: An overview of cognitive methods. *Quality of Life Research*, 12(3), 229-238.

Coltman, T., Devinney, T. M., Midgley, D. F., & Venaik, S. (2008). Formative versus reflective measurement models: Two applications of formative measurement. *Journal of Business Research*, 61(12), 1250-1262.

Connelly, B. L., Certo, S. T., Ireland, R. D., & Reutzel, C. R. (2011). Signaling theory: A review and assessment. *Journal of Management*, 37(1), 39-67.

Cortina, J. M. (1993). What is coefficient alpha? An examination of theory and applications. *Journal of Applied Psychology*, 78(1), 98-104.

Coverdale, S., & Terborg, J. (1980). *A re-examination of the Mobley, Homer and Hollingsworth model of turnover: A useful replication* (DTIC Document TR-80-4). Retrieved from University of Houston, Department of Psychology website: <http://oai.dtic.mil/oai/oai?verb=getRecord&metadataPrefix=html&identifier=ADA086696>

Coyle-Shapiro, J. A. M., & Kessler, I. (2002). Exploring reciprocity through the lens of the psychological contract: Employee and employer perspectives. *European Journal of Work and Organizational Psychology*, 11(1), 69-86.

Coyle-Shapiro, J. A. M., Morrow, P. C., & Kessler, I. (2006). Serving two organizations: Exploring the employment relationship of contracted employees. *Human Resource Management*, 45(4), 561-583.

Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management*, 26, 435-462.

Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). USA: Sage Publications, Inc.

Cropanzano, R., Howes, J. C., Grandey, A. A., & Toth, P. (1997). The relationship of organizational politics and support to work behaviors, attitudes, and stress. *Journal of Organizational Behavior*, 18(2), 159-180.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.

Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88(1), 160-169.

Crosby, L. A., Evans, K. R., & Cowles, D. (1990). Relationship quality in services selling: An interpersonal influence perspective. *The Journal of Marketing*, 54(3), 68-81.

Crossan, F. (2003). Research philosophy: Towards an understanding. *Nurse Researcher*, 11(1), 46-55.

Crossley, C. D., Bennett, R. J., Jex, S. M., & Burnfield, J. L. (2007). Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover. *Journal of Applied Psychology*, 92(4), 1031-1042.

Crotty, M. (1998). *The foundations of social research*. London, England: Sage Publications Ltd.

Daft, R. L. (2008). *The leadership experience* (4th ed.). Mason, OH: South-Western, Cengage Learning.

Davidson, M. C., Timo, N., & Wang, Y. (2010). How much does labour turnover cost? A case study of Australian four-and five-star hotels. *International Journal of Contemporary Hospitality Management*, 22(4), 451-466.

Dawley, D. D., & Andrews, M. C. (2012). Staying put: Off-the-job embeddedness as a moderator of the relationship between on-the-job embeddedness and turnover intentions. *Journal of Leadership & Organizational Studies*, 19(4), 477-485.

Day, A. L., & Chamberlain, T. C. (2006). Committing to your work, spouse, and children: Implications for work-family conflict. *Journal of Vocational Behavior*, 68(1), 116-130.



Deding, M., Filges, T., & Van Ommeren, J. (2009). Spatial mobility and commuting: The case of two-earner households. *Journal of Regional Science*, 49(1), 113-147.

Deutskens, E., de Ruyter, K., & Wetzels, M. (2006). An assessment of equivalence between online and mail surveys in service research. *Journal of Service Research*, 8(4), 346-355.

De Vos, A., Buyens, D., & Schalk, R. (2003). Psychological contract development during organizational socialization: Adaptation to reality and the role of reciprocity. *Journal of Organizational Behavior*, 24(5), 537-559.

Diefendorff, J. M., Richard, E. M., & Yang, J. (2008). Linking emotion regulation strategies to affective events and negative emotions at work. *Journal of Vocational Behavior*, 73(3), 498-508.

Diener, E. D., Emmons, R. A., Larsen, R. J., & Griffin, S. (1985). The satisfaction with life scale. *Journal of Personality Assessment*, 49(1), 71-75.

Dillman, D. A. (2007). *Mail and internet surveys: The tailored design method*. Hoboken, NJ: John Wiley & Sons.

Dixon, M. A., & Sagas, M. (2007). The relationship between organizational support, work-family conflict, and the job-life satisfaction of university coaches. *Research Quarterly for Exercise and Sport*, 78(3), 236-247.

Douglas, S. P., & Samuel Craig, C. (1997). The changing dynamic of consumer behavior: implications for cross-cultural research. *International Journal of Research in Marketing*, 14(4), 379-395.

Duffy, B., Smith, K., Terhanian, G., & Bremer, J. (2005). Comparing data from online and face-to-face surveys. *International Journal of Market Research*, 47(6), 615-639.

Durant, R. F., Kramer, R., Perry, J. L., Mesch, D., & Paarlberg, L. (2006). Motivating employees in a new governance era: The performance paradigm revisited. *Public Administration Review*, 66(4), 505-514.

Easterby-Smith, Thorpe, M. R., & Lowe, A. (2002). *Management research: An introduction* (2nd ed.). Newbury Park, CA: Sage Publications.

Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, 25(1), 178-199.

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

Eisenberger, R., Huntington, R., Hutchinson, S., & Sowa, S. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(31), 500-507.

Eisenberger, R., Lynch, P., Aselage, J., & Rohdieck, S. (2004). Who takes the most revenge? Individual differences in negative reciprocity norm endorsement. *Personality and Social Psychology Bulletin*, 30(6), 787-799.

Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology*, 2, 335-362.

Erdogan, B., Bauer, T. N., Truxillo, D. M., & Mansfield, L. R. (2012). Whistle while you work: A review of the life satisfaction literature. *Journal of Management*, 38(4), 1038-1083.

Faul, F., Erdfelder, E., Lang, A. G., & Buchner, A. (2007). G\* Power 3: A flexible statistical power analysis program for the social, behavioral, and biomedical sciences. *Behavior Research Methods*, 39(2), 175-191.

Feldman, D. C., Ng, T. W., & Vogel, R. M. (2012). Off-the-job embeddedness: A reconceptualization and agenda for future research. In *Research in Personnel and Human Resources Management* (pp. 209-251). Emerald Group Publishing Limited.

Felps, W., Mitchell, T. R., Hekman, D. R., Lee, T. W., Holtom, B. C., & Harman, W. S. (2009). Turnover contagion: How coworkers' job embeddedness and job search behaviors influence quitting. *Academy of Management Journal*, 52(3), 545-561.

Finstad, K. (2010). Response interpolation and scale sensitivity: Evidence against 5-point scales. *Journal of Usability Studies*, 5(3), 104-110.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.

Fornell, C., Mithas, S., Morgeson III, F. V., & Krishnan, M. S. (2006). Customer satisfaction and stock prices: High returns, low risk. *Journal of Marketing*, 70(1), 3-14.

Fornell, C. R., & Cha, J. (1994). *Partial Least Squares, Advanced Methods of Marketing Research* (In R. P. B.). Cambridge, England: Blackweel.

Forret, M., & de Janasz, S. (2005). Perceptions of an organization's culture for work and family: Do mentors make a difference? *Career Development International*, 10(6/7), 478-492.

Frese, M., & Fay, D. (2001). Personal initiative: An active performance concept for work in the 21st century. *Research in Organizational Behavior*, 23, 133-187.

Frese, M., Fay, D., Hilburger, T., Leng, K., & Tag, A. (1997). The concept of personal initiative: Operationalization, reliability and validity in two German samples. *Journal of Occupational and Organizational Psychology*, 70(2), 139-161.

Frese, M., Kring, W., Soose, A., & Zempel, J. (1996). Personal initiative at work: Differences between East and West Germany. *Academy of Management Journal*, 39(1), 37-63.

Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331-362.

Galea, C., Houkes, I., & De Rijk, A. (2014). An insider's point of view: How a system of flexible working hours helps employees to strike a proper balance between work and personal life. *The International Journal of Human Resource Management*, 25(8), 1090-1111.

Garson, G. D. (2012). *Testing statistical assumptions*. Asheboro, NC: Statistical Associates Publishing.

Gefen, D., Rigdon, E. E., & Straub, D. W. (2011). An update and extension to SEM guidelines for administrative and social science research. *Management Information Systems Quarterly*, 35(2), iii-xiv.

Geisser, S. (1975). The predictive sample reuse method with applications. *Journal of the American Statistical Association*, 70(350), 320-328.

George, J. M. (1995). Leader positive mood and group performance: The case of customer service. *Journal of Applied Social Psychology*, 25(9), 778-794.

Gilboa, S., Shirom, A., Fried, Y., & Cooper, C. (2008). A meta-analysis of work demand stressors and job performance: Examining main and moderating effects. *Personnel Psychology*, 61(2), 227-271.

Gogol, K., Brunner, M., Goetz, T., Martin, R., Ugen, S., Keller, U., ... & Preckel, F. (2014). "My Questionnaire is Too Long!" The assessments of motivational-affective constructs with three-item and single-item measures. *Contemporary Educational Psychology*, 39(3), 188-205.

Goh, Z., Ilies, R., & Wilson, K. S. (2015). Supportive supervisors improve employees' daily lives: The role supervisors play in the impact of daily workload on life satisfaction via work-family conflict. *Journal of Vocational Behavior*, 89, 65-73.

Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185-214.

Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161-178.

Gould-Williams, J., & Davies, F. (2005). Using social exchange theory to predict the effects of HRM practice on employee outcomes: An analysis of public sector workers. *Public Management Review*, 7(1), 1-24.

Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3-34.

Grant-Vallone, E. J., & Donaldson, S. I. (2001). Consequences of work-family conflict on employee well-being over time. *Work & Stress*, 15(3), 214-226.

Gray, D. E. (2014). *Doing research in the real world*. London, England: Sage Publications Ltd.

Green, A. E., Miller, E. A., & Aarons, G. A. (2013). Transformational leadership moderates the relationship between emotional exhaustion and turnover intention among community mental health providers. *Community Mental Health Journal*, 49(4), 373-379.

Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26(3), 463-488.

Grimm, P. (2010). Social desirability bias. In W. Kamakura (Ed.), *Wiley international encyclopedia of marketing* (pp. 258-259). New Jersey: Wiley-Blackwell.

Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. In N. K. Denzin, & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 105-117). London, England: Sage Publications Ltd.

Gursoy, D., Maier, T. A., & Chi, C. G. (2008). Generational differences: An examination of work values and generational gaps in the hospitality workforce. *International Journal of Hospitality Management*, 27(3), 448-458.

Gursoy, D., McCleary, K. W., & Lepsito, L. R. (2007). Propensity to complain: Effects of personality and behavioral factors. *Journal of Hospitality & Tourism Research*, 31(3), 358-386.

Gupta, S., McLaughlin, E., & Gomez, M. (2007). Guest satisfaction and restaurant performance. *Cornell Hotel and Restaurant Administration Quarterly*, 48(3), 284-298.

Hager, W. (2006). Die Fallibilität empirischer Daten und die Notwendigkeit der Kontrolle von falschen Entscheidungen [The fallibility of empirical data and the need for controlling for false decisions]. *Zeitschrift Für Psychologie*, 214, 10-23.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2013). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Thousand Oaks, CA: Sage Publications.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Long Range Planning (Vol. 46). Thousand Oaks, CA: Sage Publications, Inc. DOI:10.1016/j.lrp.2013.01.002

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice*, 19(2), 139-152.

Halbesleben, J. R., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the "COR": Understanding the role of resources in conservation of resources theory. *Journal of Management*, Retrieved 30 August, 2015, DOI: 10.1177/0149206314527130

Halbesleben, J. R., & Wheeler, A. R. (2008). The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work & Stress*, 22(3), 242-256.

Hammer, L. B., Neal, M. B., Newsom, J. T., Brockwood, K. J., & Colton, C. L. (2005). A longitudinal study of the effects of dual-earner couples' utilization of family-friendly workplace supports on work and family outcomes. *Journal of Applied Psychology*, 90(4), 799-810.

Hardesty, D. M., & Bearden, W. O. (2004). The use of expert judges in scale development: Implications for improving face validity of measures of unobservable constructs. *Journal of Business Research*, 57(2), 98-107.

Harman, W. S., Blum, M., Stefani, J., & Taho, A. (2009). Albanian turnover: Is the job embeddedness construct predictive in an Albanian context? *Journal of Behavioral and Applied Management*, 10(2), 192-205.

Harris, L. C., & Ogbonna, E. (2002). Exploring service sabotage: The antecedents, types and consequences of frontline, deviant, antiservice behaviors. *Journal of Service Research*, 4(3), 163-183.

Harris, L. C., & Ogbonna, E. (2006). Service sabotage: A study of antecedents and consequences. *Journal of the Academy of Marketing Science*, 34(4), 543-558.

Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2011). The mediating role of organizational job embeddedness in the LMX-outcomes relationships. *The Leadership Quarterly*, 22(2), 271-281.

Hartline, M. D., & Ferrell, O. C. (1996). The management of customer-contact service employees: An empirical investigation. *The Journal of Marketing*, 60(4), 52-70.

He, Y., Li, W., & Lai, K. K. (2011). Service climate, employee commitment and customer satisfaction: Evidence from the hospitality industry in China. *International Journal of Contemporary Hospitality Management*, 23(5), 592-607.



- Hecht, T. D., & Boies, K. (2009). Structure and correlates of spillover from nonwork to work: An examination of nonwork activities, well-being, and work outcomes. *Journal of Occupational Health Psychology, 14*(4), 414-426.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science, 43*(1), 115-135.
- Hershcovis, M. S., Turner, N., Barling, J., Arnold, K. A., Dupré, K. E., Inness, M., ... & Sivanathan, N. (2007). Predicting workplace aggression: A meta-analysis. *Journal of Applied Psychology, 92*(1), 228-238.
- Hill, E. J., Erickson, J. J., Holmes, E. K., & Ferris, M. (2010). Workplace flexibility, work hours, and work-life conflict: Finding an extra day or two. *Journal of Family Psychology, 24*(3), 349-358.
- Hilman, H., & Kaliappen, N. (2014). Market orientation practices and effects on organizational performance: Empirical insight from Malaysian hotel industry. *Sage Open*, DOI: 10.1177/2158244014553590.
- Hinkin, T. R., & Tracey, J. B. (2010). What makes it so great? An analysis of human resources practices among Fortune's best companies to work for. *Cornell Hospitality Quarterly, 51*(2), 158-170.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist, 44*(3), 513-524.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested self in the stress process: Advancing conservation of resources theory. *Applied Psychology: An International Review, 50*(3), 337-421.
- Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology, 84*(1), 116-122.
- Hock, C., Ringle, C. M., & Sarstedt, M. (2010). Management of multi-purpose stadiums: Importance and performance measurement of service interfaces. *International Journal of Services Technology and Management, 14*(2-3), 188-207.
- Hoel, H., & Einarsen, S. (2003). *Violence at work in hotels, catering and tourism*. Unpublished working paper. Geneva: International Labour Office.
- Hoffman, K. D., Kelley, S. W., & Rotalsky, H. M. (1995). Tracking service failures and employee recovery efforts. *Journal of Services Marketing, 9*(2), 49-61.
- Holden, L., Scuffham, P. A., Hilton, M. F., Vecchio, N. N., & Whiteford, H. A. (2010). Work performance decrements are associated with Australian working conditions, particularly the demand to work longer hours. *Journal of Occupational and Environmental Medicine, 52*(3), 281-290.

Holden, M. T., & Lynch, P. (2004). Choosing the appropriate methodology: Understanding research philosophy. *The Marketing Review*, 4(4), 397-409.

Holtom, B. C., Burton, J. P., & Crossley, C. D. (2012). How negative affectivity moderates the relationship between shocks, embeddedness and worker behaviors. *Journal of Vocational Behavior*, 80(2), 434-443.

Holtom, B. C., & Inderrieden, E. J. (2006). Integrating the unfolding model and job embeddedness model to better understand voluntary turnover. *Journal of Managerial Issues*, 18(4), 435-452.

Holtom, B. C., Mitchell, T. R., Lee, T. W., & Tidd, S. (2006, August). *Less is more: Validation of a short form of the job embeddedness measure and theoretical extensions*. Paper presented at Academy of Management Conference, Atlanta, GA.

Holtom, B. C., & O'Neill, B. S. (2004). Job embeddedness: A theoretical foundation for developing a comprehensive nurse retention plan. *Journal of Nursing Administration*, 34(5), 216-227.

Hom, P. W., Griffeth, R. W., & Sellaro, C. L. (1984). The validity of Mobley's (1977) model of employee turnover. *Organizational Behavior and Human Performance*, 34(2), 141-174.

Hom, P. W., Tsui, A. S., Wu, J. B., Lee, T. W., Zhang, A. Y., Fu, P. P., & Li, L. (2009). Explaining employment relationships with social exchange and job embeddedness. *Journal of Applied Psychology*, 94(2), 277-297.

Homburg, C., Koschate, N., & Hoyer, W. D. (2005). Do satisfied customers really pay more? A study of the relationship between customer satisfaction and willingness to pay. *Journal of Marketing*, 69(2), 84-96.

Hong, J. Y., & Lee, W. N. (2005). Consumer complaint behavior in the online environment. In Gao, Y. (Ed.), *Web Systems Design and Online Consumer Behavior* (pp. 90-105). New Jersey: Idea Group Publishing.

Hox, J. J., & Bechger, T. M. (1998). An introduction to structural equation modelling. *Family Science Review*, 11, 354-373.

Hoyle, R. H. (1995). *Structural equation modeling*. Thousand Oaks, CA: Sage Publications, Inc.

Huffman, A. H., Youngcourt, S. S., Payne, S. C., & Castro, C. A. (2008). The importance of construct breadth when examining interrole conflict. *Educational and Psychological Measurement*, 68(3), 515-530.

Hughes, J., & Bozionelos, N. (2007). Work-life balance as source of job dissatisfaction and withdrawal attitudes: An exploratory study on the views of male workers. *Personnel Review*, 36(1), 145-154.



Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic Management Journal*, 20(2), 195-204.

Hwa, M. A. C. (2012). Emotional labor and emotional exhaustion: Does co-worker support matter? *Journal of Management Research*, 12(3), 115-127.

Ibeh, K., Brock, J. K. U., & Zhou, Y. J. (2004). The drop and collect survey among industrial populations: Theory and empirical evidence. *Industrial Marketing Management*, 33(2), 155-165.

Innis, D. E., & La Londe, B. J. (1994). Customer service: The key to customer satisfaction, customer loyalty, and market share. *Journal of Business Logistics*, 15(1), 1-27.

Isen, A. M., & Reeve, J. (2005). The influence of positive affect on intrinsic and extrinsic motivation: Facilitating enjoyment of play, responsible work behavior, and self-control. *Motivation and Emotion*, 29(4), 295-323.

Jang, S. J. (2009). The relationships of flexible work schedules, workplace support, supervisory support, work-life balance, and the well-being of working parents. *Journal of Social Service Research*, 35(2), 93-104.

Jansen, N. W., Kant, I., Nijhuis, F. J., Swaen, G. M., & Kristensen, T. S. (2004). Impact of worktime arrangements on work-home interference among Dutch employees. *Scandinavian Journal of Work, Environment & Health*, 30(2), 139-148.

Jiang, K., Liu, D., McKay, P. F., Lee, T. W., & Mitchell, T. R. (2012). When and how is job embeddedness predictive of turnover? A meta-analytic investigation. *Journal of Applied Psychology*, 97(5), 1077-1096.

Johnson, B. (2001). Toward a new classification of nonexperimental quantitative research. *Educational Researcher*, 30(2), 3-13.

Joinson, A. (1999). Social desirability, anonymity, and Internet-based questionnaires. *Behavior Research Methods, Instruments, & Computers*, 31(3), 433-438.

Jong, A. D., & De Ruyter, K. (2004). Adaptive versus proactive behavior in service recovery: The role of self-managing teams. *Decision Sciences*, 35(3), 457-491.

Kanten, P., Kanten, S., & Gurlek, M. (2015). The effects of organizational structures and learning organization on job embeddedness and individual adaptive performance. *Procedia Economics and Finance*, 23, 1358-1366.

Karatepe, O. M. (2012). The effects of coworker and perceived organizational support on hotel employee outcomes: The moderating role of job embeddedness. *Journal of Hospitality & Tourism Research*, 36(4), 495-516.

Karatepe, O. M. (2013a). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*, 25(6), 903-921.

Karatepe, O. M. (2013b). The effects of work overload and work-family conflict on job embeddedness and job performance: The mediation of emotional exhaustion. *International Journal of Contemporary Hospitality Management*, 25(4), 614-634.

Karatepe, O. M. (2014). The importance of supervisor support for effective hotel employees: An empirical investigation in Cameroon. *Cornell Hospitality Quarterly*, 55(4), 388-397.

Karatepe, O. M., & Ngeche, R. N. (2012). Does job embeddedness mediate the effect of work engagement on job outcomes? A study of hotel employees in Cameroon. *Journal of Hospitality Marketing & Management*, 21(4), 440-461.

Karatepe, O. M., & Shahriari, S. (2014). Job embeddedness as a moderator of the impact of organisational justice on turnover intentions: A study in Iran. *International Journal of Tourism Research*, 16(1), 22-32.

Karatepe, O. M. (2016). Does job embeddedness mediate the effects of coworker and family support on creative performance? An empirical study in the hotel industry. *Journal of Human Resources in Hospitality & Tourism*, 15(2), 119-132.

Kayaman, R., & Arasli, H. (2007). Customer based brand equity: Evidence from the hotel industry. *Managing Service Quality: An International Journal*, 17(1), 92-109.

Keeney, J., Boyd, E. M., Sinha, R., Westring, A. F., & Ryan, A. M. (2013). From “work–family” to “work–life”: Broadening our conceptualization and measurement. *Journal of Vocational Behavior*, 82(3), 221-237.

Keller, K. L. (2001). Building customer-based brand equity: A blueprint for creating strong brands. *Marketing Management*, 10 (July/August), 15-19.

Kelly, E. L., Moen, P., & Tranby, E. (2011). Changing workplaces to reduce work-family conflict: Schedule control in a white-collar organization. *American Sociological Review*, 76(2), 265-290.

Kim, H. B., & Kim, W. G. (2005). The relationship between brand equity and firms' performance in luxury hotels and chain restaurants. *Tourism Management*, 26(4), 549-560.

Kinnunen, U., Feldt, T., Geurts, S., & Pulkkinen, L. (2006). Types of work-family interface: Well-being correlates of negative and positive spillover between work and family. *Scandinavian Journal of Psychology*, 47(2), 149-162.

King, R. C., & Bu, N. (2005). Perceptions of the mutual obligations between employees and employers: A comparative study of new generation IT professionals in China and the United States. *The International Journal of Human Resource Management*, 16(1), 46-64.

Kirkman, B. L., & Rosen, B. (1999). Beyond self-management: Antecedents and consequences of team empowerment. *Academy of Management Journal*, 42(1), 58-74.

Kline, R. B. (2011). *Principles and practice of structural equation modeling* (3rd ed.). New York: Guilford Press.

Kock, N., & Lynn, G. (2012). Lateral collinearity and misleading results in variance-based SEM: An illustration and recommendations. *Journal of the Association for Information Systems*, 13(7), 546-580.

Kossek, E. E., Lewis, S., & Hammer, L. B. (2010). Work-life initiatives and organizational change: Overcoming mixed messages to move from the margin to the mainstream. *Human Relations*, 63(1), 3-19.

Krauss, S. E. (2005). Research paradigms and meaning making: A primer. *The Qualitative Report*, 10(4), 758-770.

Krishnan, J., & Mary, V. S. (2012). Perceived organisational support - An overview on its antecedents and consequences. *International Journal of Multidisciplinary Research*, 2(4), 1-13.

Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, 49(1), 1-49.

Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences of individuals' fit at work: A meta-analysis of person-job, person-organization, person-group, and person-supervisor fit. *Personnel Psychology*, 58(2), 281-342.

Kuo, Y. F., Wu, C. M., & Deng, W. J. (2009). The relationships among service quality, perceived value, customer satisfaction, and post-purchase intention in mobile value-added services. *Computers in Human Behavior*, 25(4), 887-896.

Kuvaas, B., & Dysvik, A. (2009). Perceived investment in employee development, intrinsic motivation and work performance. *Human Resource Management Journal*, 19(3), 217-236.

Ladebo, O. J. (2006). Perceptions of organisational politics: Examination of a situational antecedent and consequences among Nigeria's extension personnel. *Applied Psychology*, 55(2), 255-281.

Ladhari, R. (2009). Service quality, emotional satisfaction, and behavioural intentions: A study in the hotel industry. *Managing Service Quality: An International Journal*, 19(3), 308-331.

Lages, C. R., & Piercy, N. F. (2012). Key drivers of frontline employee generation of ideas for customer service improvement. *Journal of Service Research*, 15(2), 215-230.

Lambert, S. J. (2000). Added benefits: The link between work-life benefits and organizational citizenship behavior. *Academy of Management Journal*, 43(5), 801-815.

Langford, G., & Weissenberg, A. (2018). 2018 Travel and Hospitality Industry Outlook. Retrieved from <https://www2.deloitte.com/us/en/pages/consumer-business/articles/travel-hospitality-industry-outlook.html>

Lapierre, L. M., Spector, P. E., Allen, T. D., Poelmans, S., Cooper, C. L., O'Driscoll, M. P., ... Kinnunen, U. (2008). Family-supportive organization perceptions, multiple dimensions of work-family conflict, and employee satisfaction: A test of model across five samples. *Journal of Vocational Behavior*, 73(1), 92-106.

Latan, H., & Noonan, R. (Eds.). (2017). *Partial least squares structural equation modeling: Basic concepts, methodological issues and applications*. Heidelberg: Springer.

Latham, G. P., & Pinder, C. C. (2005). Work motivation theory and research at the dawn of the twenty-first century. *Annual Review of Psychology*, 56, 485-516.

Law, K. S., Wang, H., & Hui, C. (2010). Currencies of exchange and global LMX: How they affect employee task performance and extra-role performance. *Asia Pacific Journal of Management*, 27(4), 625-646.

Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of Management Journal*, 47(5), 711-722.

Lee, Y. K., Nam, J. H., Park, D. H., & Lee, K. A. (2006). What factors influence customer-oriented prosocial behavior of customer-contact employees? *Journal of Services Marketing*, 20(4), 251-264.

Lev, S., & Koslowsky, M. (2012). On-the-job embeddedness as a mediator between conscientiousness and school teachers' contextual performance. *European Journal of Work and Organizational Psychology*, 21(1), 57-83.

Lew, T. Y. (2009). The relationships between perceived organizational support, felt obligation, affective organizational commitment and turnover intention of academics working with private higher educational institutions in Malaysia. *European Journal of Social Sciences*, 9(1), 72-87.

- Liang, R. D., Tseng, H. C., & Lee, Y. C. (2010). Impact of service orientation on frontline employee service performance and consumer response. *International Journal of Marketing Studies*, 2(2), 67-74.
- Liao, H., & Chuang, A. (2004). A multilevel investigation of factors influencing employee service performance and customer outcomes. *Academy of Management Journal*, 47(1), 41-58.
- Lin, J. H., Wong, J. Y., & Ho, C. H. (2013). Promoting frontline employees' quality of life: Leisure benefit systems and work-to-leisure conflicts. *Tourism Management*, 36, 178-187.
- Little, T. D., Card, N. A., Bovaird, J. A., Preacher, K. J., & Crandall, C. S. (2007). Structural equation modeling of mediation and moderation with contextual factors. In T. D. Little, J. A. Bovaird, & N. A. Card (Eds.), *Modeling contextual effects in longitudinal studies* (pp. 207-230). Mahwah, NJ: Lawrence Erlbaum Associates, Inc.
- Litzky, B. E., Eddleston, K. A., & Kidder, D. L. (2006). The good, the bad, and the misguided: How managers inadvertently encourage deviant behaviors. *The Academy of Management Perspectives*, 20(1), 91-103.
- Lo, K. I. H., Wong, I. A., Yam, C. R., & Whitfield, R. (2012). Examining the impacts of community and organization embeddedness on self-initiated expatriates: The moderating role of expatriate-dominated private sector. *The International Journal of Human Resource Management*, 23(20), 4211-4230.
- Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting and task performance*. Englewood Cliffs, NJ: Prentice Hall.
- Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705-717.
- Lord, R. G., Diefendorff, J. M., Schmidt, A. M., & Hall, R. J. (2010). Self-regulation at work. *Annual Review of Psychology*, 61, 543-568.
- Lunsford, T. R., & Lunsford, B. R. (1995). The research sample, Part I: Sampling. *JPO: Journal of Prosthetics and Orthotics*, 7(3), 105-112.
- Luthans, F., & Stajkovic, A. D. (1999). Reinforce for performance: The need to go beyond pay and even rewards. *The Academy of Management Executive*, 13(2), 49-57.
- Lyness, K. S., Gornick, J. C., Stone, P., & Grotto, A. R. (2012). It's all about control: Worker control over schedule and hours in cross-national context. *American Sociological Review*, 77(6), 1023-1049.
- MacKenzie, S. B., Podsakoff, P. M., & Ahearne, M. (1998). Some possible antecedents and consequences of in-role and extra-role salesperson performance. *The Journal of Marketing*, 62 (3), 87-98.



- MacKenzie, S. B., Podsakoff, P. M., & Jarvis, C. B. (2005). The problem of measurement model misspecification in behavioral and organizational research and some recommended solutions. *Journal of Applied Psychology*, 90(4), 710-730.
- MacKinnon, D. P., Fairchild, A. J., & Fritz, M. S. (2007). Mediation analysis. *Annual Review of Psychology*, 58, 593-614.
- MacKinnon, D. P., Lockwood, C. M., Hoffman, J. M., West, S. G., & Sheets, V. (2002). A comparison of methods to test mediation and other intervening variable effects. *Psychological Methods*, 7, 83-104.
- Magnini, V. P. (2009). Understanding and reducing work-family conflict in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 8(2), 119-136.
- Malaysian Association of Hotels (2016). Press Releases: Hoteliers Thronged Kuala Lumpur to Crown the National Hotel Employee Award. Retrieved 3 October, 2018, from <https://www.hotels.org.my/media-centre/press-releases.html?page=2>
- Malaysian Investment Development Authority (2018). Hospitality. Retrieved 5 October, 2018, from <http://www.mida.gov.my/home/hospitality/posts/>
- Malhotra, M. K., & Grover, V. (1998). An assessment of survey research in POM: From constructs to theory. *Journal of Operations Management*, 16(4), 407-425.
- Mallol, C. M., Holtom, B. C., & Lee, T. W. (2007). Job embeddedness in a culturally diverse environment. *Journal of Business and Psychology*, 22(1), 35-44.
- March, J. G., & Simon, H. A. (1958). *Organizations*. New York, NY: Wiley.
- Marcoulides, G. A., & Saunders, C. (2006). Editor's comments: PLS: A silver bullet? *MIS Quarterly*, iii-ix.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397-422.
- Masdek, N. R. N. M., Aziz, Y. A., & Awang, K. W. (2011). Impact of selected organizational characteristics on psychological and behavioural outcomes of hotel frontline employees. *Pertanika Journal of Social Sciences & Humanities*, 19(2), 369-383.
- Mat Roni, S. (2014). Introduction to SPSS, School of Business, Edith Cowan University, Australia. Retrieved 28 January, 2018, from [www.researchgate.net/publication/262151892\\_Introduction\\_to\\_SPSS](http://www.researchgate.net/publication/262151892_Introduction_to_SPSS)
- Mauno, S., Kinnunen, U., & Piitulainen, S. (2005). Work-family culture in four organizations in Finland: Examining antecedents and outcomes. *Community, Work and Family*, 8(2), 115-140.

- McClelland, D. C., Atkinson, J. W., Clark, R. A., & Lowell, E. L. (1958). A scoring manual for the achievement motive. In J. W. Atkinson (Ed.), *Motives in fantasy, action, and society* (pp. 179-204). Princeton, NJ: D. Van Nostrand Company, Inc.
- McLafferty, S. L. (2003). Conducting questionnaire surveys. In N. Clifford, M. Cope, T. Gillespie, & S. French (Eds.), *Key methods in geography* (pp. 87-100). London, England: Sage Publications Ltd.
- McNall, L. A., Masuda, A. D., & Nicklin, J. M. (2009). Flexible work arrangements, job satisfaction, and turnover intentions: The mediating role of work-to-family enrichment. *The Journal of Psychology*, 144(1), 61-81.
- McNamara, M., Bohle, P., & Quinlan, M. (2011). Precarious employment, working hours, work-life conflict and health in hotel work. *Applied Ergonomics*, 42(2), 225-232.
- Meade, A. W., & Craig, S. B. (2012). Identifying careless responses in survey data. *Psychological Methods*, 17(3), 437-455.
- Memon, M. A., Cheah, J. H., Ramayah, T., Ting, H., & Chuah, F. (2018). Mediation analysis issues and recommendations. *Journal of Applied Structural Equation Modeling*, 2(1), i-ix.
- Meyer, J. P., & Parfyonova, N. M. (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualization. *Human Resource Management Review*, 20(4), 283-294.
- Miller, H. E., Katerberg, R., & Hulin, C. L. (1979). Evaluation of the Mobley, Horner, and Hollingsworth model of employee turnover. *Journal of Applied Psychology*, 64(5), 509-517.
- Ministry of Economic Affairs Malaysia (2018a). Eleventh Malaysia Plan, 2016-2020. Retrieved 3 October, 2018, from <http://epu.gov.my/en/rmk/eleventh-malaysia-plan-2016-2020>
- Ministry of Economic Affairs Malaysia (2018b). National Transformation Programme. Retrieved 5 October, 2018, from <http://ntp.epu.gov.my/>
- Ministry of Finance Malaysia (2017). Economic Report 2016/2017. Retrieved 27 July, 2017, from <http://www.treasury.gov.my/index.php/en/economy/economic-report>
- Ministry of Tourism and Culture Malaysia (2015). Rated Tourist Accommodation Premises. Retrieved 30 December, 2015, from <http://www.motac.gov.my/en/check/hotel?h=&n=&v=220>



Mitchell, R., Obeidat, S., & Bray, M. (2013). The effect of strategic human resource management on organizational performance: The mediating role of high-performance human resource practices. *Human Resource Management*, 52(6), 899-921.

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102-1121.

Mitchell, T. R., & Lee, T. W. (2001). 5. The unfolding model of voluntary turnover and job embeddedness: Foundations for a comprehensive theory of attachment. *Research in Organizational Behavior*, 23, 189-246.

Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237-240.

Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408-414.

Moeller, S. (2010). Characteristics of services-A new approach uncovers their value. *Journal of Services Marketing*, 24(5), 359-368.

Moen, P., Kelly, E., & Huang, Q. (2008). Work, family and life-course fit: Does control over work time matter? *Journal of Vocational Behavior*, 73(3), 414-425.

Morley, M. J. (2007). Person-organization fit. *Journal of Managerial Psychology*, 22(2), 109-117.

Morris, B. (1997). Is your family wrecking your career? (and vice versa). *Fortune*, 135(5), 70-80.

Morrison, E. W., & Phelps, C. (1999). Taking charge: Extra-role efforts to initiate workplace change. *Academy of Management Journal*, 42, 403-419.

Mossholder, K. W., Settoon, R. P., & Henagan, S. C. (2005). A relational perspective on turnover: Examining structural, attitudinal, and behavioral predictors. *Academy of Management Journal*, 48(4), 607-618.

Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79(4), 475-480.

Moynihan, D. P., & Pandey, S. K. (2008). The ties that bind: Social networks, person-organization value fit, and turnover intention. *Journal of Public Administration Research and Theory*, 18(2), 205-227.

Munikrishnan, U. T., & Veerakumaran, B. (2012). A survey on business success factors influencing budget hotels in Klang Valley. *Journal of Global Entrepreneurship*, 2(1), 21-35.

Murphy, K. R. (1993). *Honesty in the workplace*. Thomson Brooks/Cole Publishing Co.

Murphy, W. M., Burton, J. P., Henagan, S. C., & Briscoe, J. P. (2013). Employee reactions to job insecurity in a declining economy: A longitudinal study of the mediating role of job embeddedness. *Group & Organization Management*, 38(4), 512-537.

Muse, L., Harris, S. G., Giles, W. F., & Feild, H. S. (2008). Work-life benefits and positive organizational behavior: Is there a connection? *Journal of Organizational Behavior*, 29(2), 171-192.

Muse, L. A., & Pichler, S. (2011). A comparison of types of support for lower-skill workers: Evidence for the importance of family supportive supervisors. *Journal of Vocational Behavior*, 79(3), 653-666.

Nardi, P. M. (2006). *Doing survey research: A guide to quantitative research*. Boston, MA: Pearson Allyn & Bacon.

Neill, S., & Rose, G. M. (2006). The effect of strategic complexity on marketing strategy and organizational performance. *Journal of Business Research*, 59(1), 1-10.

Netemeyer, R. G., Maxham III, J. G., & Pullig, C. (2005). Conflicts in the work-family interface: Links to job stress, customer service employee performance, and customer purchase intent. *Journal of Marketing*, 69(2), 130-143.

Ng, T. W., Butts, M. M., Vandenberg, R. J., DeJoy, D. M., & Wilson, M. G. (2006). Effects of management communication, opportunity for learning, and work schedule flexibility on organizational commitment. *Journal of Vocational Behavior*, 68(3), 474-489.

Ng, T. W., & Feldman, D. C. (2012). The effects of organizational and community embeddedness on work-to-family and family-to-work conflict. *Journal of Applied Psychology*, 97(6), 1233-1251.

Ng, T. W., & Feldman, D. C. (2013). Community embeddedness and work outcomes: The mediating role of organizational embeddedness. *Human Relations*, 67(1), 71-103.

Ng, T. W., & Feldman, D. C. (2015). Felt obligations to reciprocate to an employer, preferences for mobility across employers, and gender: Three-way interaction effects on subsequent voice behavior. *Journal of Vocational Behavior*, 90, 36-45.

Noor, S., & Maad, N. (2009). Examining the relationship between work life conflict, stress and turnover intentions among marketing executives in Pakistan. *International Journal of Business and Management*, 3(11), 93-102.

Ogunbamila, B. (2010). Effects of felt obligation on occupational burnout among employees of post-consolidation banks in Akure, Nigeria. *IFE Psychologia: An International Journal*, 18(2), 137-149.

O'Neill, J. W. (2012). Using focus groups as a tool to develop a hospitality work-life research study. *International Journal of Contemporary Hospitality Management*, 24(6), 873-885.

Parasuraman, A. (1998). Customer service in business-to-business markets: An agenda for research. *Journal of Business & Industrial Marketing*, 13(4/5), 309-321.

Parker, S. K., Bindl, U. K., & Strauss, K. (2010). Making things happen: A model of proactive motivation. *Journal of Management*, 36(4), 827-856.

Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, 91(3), 636-652.

Patah, M. O. R. A., Zain, R. A., Abdullah, D., & Radzi, S. M. (2009). An empirical investigation into the influences of psychological empowerment and overall job satisfaction on employee loyalty: The case of Malaysian front office receptionists. *Journal of Tourism, Hospitality and Culinary Arts*, 1, 43-62.

Patterson, A., & Baron, S. (2010). Deviant employees and dreadful service encounters: customer tales of discord and distrust. *Journal of Services Marketing*, 24(6), 438-445.

Peccei, R., & Rosenthal, P. (1997). The antecedents of employee commitment to customer service: Evidence from a UK. *International Journal of Human Resource Management*, 8(1), 66-86.

Pine, R., & Phillips, P. (2005). Performance comparisons of hotels in China. *International Journal of Hospitality Management*, 24(1), 57-73.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903.

Podsakoff, P. M., & Organ, D. W. (1986). Self-reports in organizational research: Problems and prospects. *Journal of Management*, 12(4), 531-544.

Porter, L. W., & Lawler, E. E. (1968). *Managerial attitudes and performance*. Homewood, IL: Dorsey Press and Richard D. Irwin.

Public Service Department Malaysia (2017). Economic Transformation Programme (ETP). Retrieved 3 October, 2018, from <http://www.intanbk.intan.my/iportal/index.php/en/etp>

Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891.

Quintana-Deniz, A., Beerli-Palacio, A., & Martín-Santana, J. D. (2007). Human resource systems as antecedents of hotel industry market orientation: An empirical study in the Canary Islands, Spain. *International Journal of Hospitality Management*, 26(4), 854-870.

Ramesh, A., & Gelfand, M. J. (2010). Will they stay or will they go? The role of job embeddedness in predicting turnover in individualistic and collectivistic cultures. *Journal of Applied Psychology*, 95(5), 807-823.

Rank, J., Carsten, J. M., Unger, J. M., & Spector, P. E. (2007). Proactive customer service performance: Relationships with individual, task, and leadership variables. *Human Performance*, 20(4), 363-390.

Raub, S., & Liao, H. (2012). Doing the right thing without being told: Joint effects of initiative climate and general self-efficacy on employee proactive customer service performance. *Journal of Applied Psychology*, 97(3), 651-667.

Rawson, A., Duncan, E., & Jones, C. (2013). The truth about customer experience. *Harvard Business Review*, 91(9), 90-98.

Reinartz, W., Haenlein, M., & Henseler, J. (2009). An empirical comparison of the efficacy of covariance-based and variance-based SEM. *International Journal of Research in Marketing*, 26(4), 332-344.

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

Richman, A. L., Civian, J. T., Shannon, L. L., Hill, E. J., & Brennan, R. T. (2008). The relationship of perceived flexibility, supportive work-life policies, and use of formal flexible arrangements and occasional flexibility to employee engagement and expected retention. *Community, Work and Family*, 11(2), 183-197.

Riggle, R. J., Edmondson, D. R., & Hansen, J. D. (2009). A meta-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research. *Journal of Business Research*, 62(10), 1027-1030.

Ringle, C. M., Sarstedt, M., & Straub, D. (2012). A critical look at the use of PLS-SEM in MIS Quarterly. *MIS Quarterly*, 36(1), iii-xiv.

Roberts, P., Priest, H., & Traynor, M. (2006). Reliability and validity in research. *Nursing Standard*, 20(44), 41-45.

Rogelberg, S. G., Barnes-Farrell, J. L., & Creamer, V. (1999). Customer service behavior: The interaction of service predisposition and job characteristics. *Journal of Business and Psychology*, 13(3), 421-435.

Rossi, P. H., Wright, J. D., & Anderson, A. B. (Eds.). (2013). *Handbook of survey research*. New York, NY: Academic Press.

Rucker, D. D., Preacher, K. J., Tormala, Z. L., & Petty, R. E. (2011). Mediation analysis in social psychology: Current practices and new recommendations. *Social and Personality Psychology Compass*, 5(6), 359-371.

Rungtusanatham, M., Miller, J. W., & Boyer, K. K. (2014). Theorizing, testing, and concluding for mediation in SCM research: Tutorial and procedural recommendations. *Journal of Operations Management*, 32(3), 99-113.

Sabharwal, N., Soch, H., & Kaur, H. (2010). Are we satisfied with incompetent services? A scale development approach for service recovery. *Journal of Services Research*, 10(1), 125-142.

Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217-1227.

Sanib, N. I. R., Aziz, Y. A., Samdin, Z., & Rahim, K. A. (2013). Comparison of marketing mix dimensions between local and international hotel customers in Malaysia. *International Journal of Economics & Management*, 7(2), 297-313.

Santouridis, I., & Trivellas, P. (2010). Investigating the impact of service quality and customer satisfaction on customer loyalty in mobile telephony in Greece. *The TQM Journal*, 22(3), 330-343.

Sarstedt, M., Ringle, C. M., Smith, D., Reams, R., & Hair, J. F. (2014). Partial least squares structural equation modeling (PLS-SEM): A useful tool for family business researchers. *Journal of Family Business Strategy*, 5(1), 105-115.

Shih, H. A., Chiang, Y. H., & Hsu, C. C. (2010). High involvement work system, work-family conflict, and expatriate performance-examining Taiwanese expatriates in China. *The International Journal of Human Resource Management*, 21(11), 2013-2030.

Siegel, P. A., Post, C., Brockner, J., Fishman, A. Y., & Garden, C. (2005). The moderating influence of procedural fairness on the relationship between work-life conflict and organizational commitment. *Journal of Applied Psychology*, 90(1), 13-24.

Scandura, T. A., & Lankau, M. J. (1997). Relationships of gender, family responsibility and flexible work hours to organizational commitment and job satisfaction. *Journal of Organizational Behavior*, 18(4), 377-391.

Schneider, B., Ehrhart, M. G., Mayer, D. M., Saltz, J. L., & Niles-Jolly, K. (2005). Understanding organization-customer links in service settings. *Academy of Management Journal*, 48(6), 1017-1032.



Schneider, B., Goldstein, H. W., & Smith, D. B. (1995). The ASA framework: An update. *Personnel Psychology*, 48(4), 747-773.

Schneider, B., White, S. S., & Paul, M. C. (1998). Linking service climate and customer perceptions of service quality: Tests of a causal model. *Journal of Applied Psychology*, 83(2), 150-163.

Schwester, R. W. (2015). *Teaching research methods in public administration*. USA: Information Science Reference.

Scotland, J. (2012). Exploring the philosophical underpinnings of research: Relating ontology and epistemology to the methodology and methods of the scientific, interpretive, and critical research paradigms. *English Language Teaching*, 5(9), 9-16.

Sekiguchi, T., Burton, J. P., & Sablinski, C. J. (2008). The role of job embeddedness on employee performance: The interactive effects with leader-member exchange and organization-based self-esteem. *Personnel Psychology*, 61(4), 761-792.

Shahril, A. M., Aziz, Y. A., Othman, M., & Bojei, J. (2015). Relationship between the star and the hotel service guarantees of customer satisfaction. *International Journal of Economics and Finance*, 7(4), 82-88.

Shang, J. K., Hung, W. T., & Wang, F. C. (2008). Service outsourcing and hotel performance: Three-stage DEA analysis. *Applied Economics Letters*, 15(13), 1053-1057.

Shellenbarger, S. (1992). Lessons from the workplace: How corporate policies and attitudes lag behind workers' changing needs. *Human Resource Management*, 31(3), 157-169.

Shockley, K. M., & Allen, T. D. (2007). When flexibility helps: Another look at the availability of flexible work arrangements and work-family conflict. *Journal of Vocational Behavior*, 71(3), 479-493.

Shore, L. M., & Barksdale, K. (1998). Examining degree of balance and level of obligation in the employment relationship: A social exchange approach. *Journal of Organizational Behavior*, 19, 731-744.

Sigala, M. (2003). Developing and benchmarking internet marketing strategies in the hotel sector in Greece. *Journal of Hospitality & Tourism Research*, 27(4), 375-401.

Silverthorne, C. (2004). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 25(7), 592-599.

Simonetto, A. (2012). Formative and reflective models: State of the art. *Electronic Journal of Applied Statistical Analysis*, 5(3), 452-457.

Sims, W. J. (2007). Antecedents of labor turnover in Australian alpine resorts. *Journal of Human Resources in Hospitality & Tourism*, 6(2), 1-26.

Singh, J. (2000). Performance productivity and quality of frontline employees in service organizations. *Journal of Marketing*, 64(2), 15-34.

Sluss, D. M., Klimchak, M., & Holmes, J. J. (2008). Perceived organizational support as a mediator between relational exchange and organizational identification. *Journal of Vocational Behavior*, 73(3), 457-464.

Solomon, M. R., Surprenant, C., Czepiel, J. A., & Gutman, E. G. (1985). A role theory perspective on dyadic interactions: The service encounter. *The Journal of Marketing*, 49(1), 99-111.

Spence, M. (1973). Job market signaling. *The Quarterly Journal of Economics*, 87(3), 355-374.

Stevens, D. P., Minnotte, K. L., Mannon, S. E., & Kiger, G. (2007). Examining the "neglected side of the work-family interface" Antecedents of positive and negative family-to-work spillover. *Journal of Family Issues*, 28(2), 242-262.

Stone, M. (1974). Cross-validators choice and assessment of statistical predictions. *Journal of the Royal Statistical Society*, 36(2), 111-147.

Strazdins, L., Clements, M. S., Korda, R. J., Broom, D. H., & D'Souza, R. M. (2006). Unsociable work? Nonstandard work schedules, family relationships, and children's well-being. *Journal of Marriage and Family*, 68(2), 394-410.

Sullivan, G. M., & Feinn, R. (2012). Using effect size - or why the P value is not enough. *Journal of Graduate Medical Education*, 4(3), 279-282.

Tanova, C., & Holtom, B. C. (2008). Using job embeddedness factors to explain voluntary turnover in four European countries. *The International Journal of Human Resource Management*, 19(9), 1553-1568.

Tavitiyaman, P., Qu, H., & Zhang, H. Q. (2011). The impact of industry force factors on resource competitive strategies and hotel performance. *International Journal of Hospitality Management*, 30(3), 648-657.

Taylor, A. B., MacKinnon, D. P., & Tein, J. Y. (2008). Tests of the three-path mediated effect. *Organizational Research Methods*, 11(2), 241-269.

Teddlie, C., & Yu, F. (2007). Mixed methods sampling: A typology with examples. *Journal of Mixed Methods Research*, 1(1), 77-100.

Thabane, L., Ma, J., Chu, R., Cheng, J., Ismaila, A., Rios, L. P., ... & Goldsmith, C. H. (2010). A tutorial on pilot studies: The what, why and how. *BMC Medical Research Methodology*, 10(1), 1-10.



Thompson, C. A., Beauvais, L. L., & Lyness, K. S. (1999). When work–family benefits are not enough: The influence of work-family culture on benefit utilization, organizational attachment, and work-family conflict. *Journal of Vocational Behavior*, 54(3), 392-415.

Tolba, A. H., & Hassan, S. S. (2009). Linking customer-based brand equity with brand market performance: A managerial approach. *Journal of Product & Brand Management*, 18(5), 356-366.

Ton, Z., & Huckman, R. S. (2008). Managing the impact of employee turnover on performance: The role of process conformance. *Organization Science*, 19(1), 56-68.

Torres, E., & Kline, S. (2013). From customer satisfaction to customer delight: Creating a new standard of service for the hotel industry. *International Journal of Contemporary Hospitality Management*, 25(5), 642-659.

Tourism Malaysia (2017). Hotel & Room Supply. Retrieved 27 July, 2017, from [http://mytourismdata.tourism.gov.my/?page\\_id=348#!from=2014&to=2015](http://mytourismdata.tourism.gov.my/?page_id=348#!from=2014&to=2015)

Tsai, C. W., Huang, H. L., Lee, J. P., Lee, M. S., & Wu, C. H. (2013). The relationships among employee personality traits, service attitude, and service behavior in the leisure farm. *Journal of Tourism and Hospitality Management*, 1(2), 75-88.

Twigg, N. W., Fuller, J. B., & Hester, K. (2008). Transformational leadership in labor organizations: The effects on union citizenship behaviors. *Journal of Labor Research*, 29(1), 27-41.

Uyar, A., & Bilgin, N. (2011). Budgeting practices in the Turkish hospitality industry: An exploratory survey in the Antalya region. *International Journal of Hospitality Management*, 30(2), 398-408.

Valcour, M. (2007). Work-based resources as moderators of the relationship between work hours and satisfaction with work-family balance. *Journal of Applied Psychology*, 92(6), 1512-1523.

Valcour, M., Ollier-Malaterre, A., Matz-Costa, C., Pitt-Catsoupes, M., & Brown, M. (2011). Influences on employee perceptions of organizational work–life support: Signals and resources. *Journal of Vocational Behavior*, 79(2), 588-595.

Van Dyne, L., Cummings, L. L., & McLean Parks, J. (1995). Extra-role behaviors: In pursuit of construct and definitional clarity (a bridge over muddied waters). *Research in Organizational Behavior*, 17, 215–285.

Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal*, 41(1), 108-119.

Van Eerde, W., & Peper, P. (2008). Deviant service behaviour: coming soon to a theatre near you? *The Service Industries Journal*, 28(1), 85-93.

Van Sonderen, E., Sanderman, R., & Coyne, J. C. (2013). Ineffectiveness of reverse wording of questionnaire items: Let's learn from cows in the rain. *Plos One*, 8(9), DOI: 10.1371/journal.pone.0068967.

Van Teijlingen, E., & Hundley, V. (2002). The importance of pilot studies. *Nursing Standard*, 16(40), 33-36.

Vickery, S. K., Jayaram, J., Droge, C., & Calantone, R. (2003). The effects of an integrative supply chain strategy on customer service and financial performance: An analysis of direct versus indirect relationships. *Journal of Operations Management*, 21(5), 523-539.

Vigoda, E. (2002). Stress-related aftermaths to workplace politics: the relationships among politics, job distress, and aggressive behavior in organizations. *Journal of Organizational Behavior*, 23(5), 571-591.

Vroom, V. H. (1964). *Work and motivation*. San Francisco, CA: Jossey-Bass.

Wheeler, A. R., Harris, K. J., & Sablinski, C. J. (2012). How do employees invest abundant resources? The mediating role of work effort in the job-embeddedness/job-performance relationship. *Journal of Applied Social Psychology*, 42(S1), E244-E266.

Wikhamn, W., & Hall, A. T. (2012). Social exchange in a Swedish work environment. *International Journal of Business and Social Science*, 3(23), 56-64.

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.

Wilson, A., & Laskey, N. (2003). Internet based marketing research: A serious alternative to traditional research methods? *Marketing Intelligence & Planning*, 21(2), 79-84.

Witt, L. A., & Carlson, D. S. (2006). The work-family interface and job performance: moderating effects of conscientiousness and perceived organizational support. *Journal of Occupational Health Psychology*, 11(4), 343-357.

Wollard, K. K., & Shuck, B. (2011). Antecedents to employee engagement: A structured review of the literature. *Advances in Developing Human Resources*, 13(4), 429-446.

Wong, A., & Sohal, A. (2003). Service quality and customer loyalty perspectives on two levels of retail relationships. *Journal of Services Marketing*, 17(5), 495-513.

- Wong, K. K. K. (2013). Partial least squares structural equation modeling (PLS-SEM) techniques using SmartPLS. *Marketing Bulletin*, 24(1), 1-32.
- Wong, S. C. K., & Ko, A. (2009). Exploratory study of understanding hotel employees' perception on work-life balance issues. *International Journal of Hospitality Management*, 28(2), 195-203.
- Woods, R. H., Heck, W., & Sciarini, M. (1998). *Turnover and diversity in the lodging industry*. Washington, DC: American Hotel Foundation.
- Wu, C. H. J., & Liang, R. D. (2009). Effect of experiential value on customer satisfaction with service encounters in luxury-hotel restaurants. *International Journal of Hospitality Management*, 28(4), 586-593.
- Wu, H. C., & Ko, Y. J. (2013). Assessment of service quality in the hotel industry. *Journal of Quality Assurance in Hospitality & Tourism*, 14(3), 218-244.
- Yang, J., & Mossholder, K. W. (2004). Decoupling task and relationship conflict: The role of intragroup emotional processing. *Journal of Organizational Behavior*, 25(5), 589-605.
- Yao, X., & Wang, L. (2006). The predictability of normative organizational commitment for turnover in Chinese companies: A cultural perspective. *The International Journal of Human Resource Management*, 17(6), 1058-1075.
- Yap, J. E., Bove, L. L., & Beverland, M. B. (2009). Exploring the effects of different reward programs on in-role and extra-role performance of retail sales associates. *Qualitative Market Research: An International Journal*, 12(3), 279-294.
- Yee, R. W. Y., Yeung, A. C. L., & Cheng, T. C. E. (2010). An empirical study of employee loyalty, service quality and firm performance in the service industry. *International Journal of Production Economics*, 124(1), 109-120.
- Yi, Y., Natarajan, R., & Gong, T. (2011). Customer participation and citizenship behavioral influences on employee performance, satisfaction, commitment, and turnover intention. *Journal of Business Research*, 64(1), 87-95.
- Zax, J. S., & Kain, J. F. (1991). Commutes, quits, and moves. *Journal of Urban Economics*, 29(2), 153-165.
- Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1985). Problems and strategies in services marketing. *The Journal of Marketing*, 49(2), 33-46.
- Zhang, M., Fried, D. D., & Griffeth, R. W. (2012). A review of job embeddedness: Conceptual, measurement issues, and directions for future research. *Human Resource Management Review*, 22(3), 220-231.
- Zhao, X., Lynch, J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research*, 37(2), 197-206.

Zhao, X. R., & Mattila, A. S. (2013). Examining the spillover effect of frontline employees' work-family conflict on their affective work attitudes and customer satisfaction. *International Journal of Hospitality Management*, 33, 310-315.



## BIODATA OF STUDENT

Chan Wei Leong was born in October 14, 1986 in Teluk Intan, Perak. He is the second son in the family of six. After completing his primary school education at Sekolah Rendah Jenis Kebangsaan (Cina) San Min in 1998, he continued his secondary school education at Sekolah Menengah Kebangsaan (Cina) San Min, Teluk Intan (1999-2004). He completed his Sijil Tinggi Pelajaran Malaysia (STPM) at Sekolah Menengah Kebangsaan Horley Methodist, Teluk Intan in year 2005. He was then offered to pursue a Bachelor degree at Universiti Putra Malaysia, Serdang, and graduated with a Bachelor of Science (Food Studies) degree in 2010. In 2011, he continued to undertake a Master of Science degree in food service at Universiti Putra Malaysia, Serdang, and completed the degree in 2013. In the same year, he embarked on his journey of a Doctor of Philosophy degree in management at Putra Business School, Serdang.



## LIST OF PUBLICATIONS

Chan, W. L., Ho, J. A., Sambasivan, M., & Ng, S. I. (2019). Antecedents and outcome of job embeddedness: Evidence from four and five-star hotels. *International Journal of Hospitality Management*, 83, 37-45.







## UNIVERSITI PUTRA MALAYSIA

### STATUS CONFIRMATION FOR THESIS / PROJECT REPORT AND COPYRIGHT

ACADEMIC SESSION : \_\_\_\_\_

TITLE OF THESIS / PROJECT REPORT :

ANTECEDENTS OF JOB EMBEDDEDNESS AND ITS EFFECT ON PROACTIVE  
CUSTOMER SERVICE PERFORMANCE OF FRONTLINE EMPLOYEES IN THE  
HOSPITALITY INDUSTRY

NAME OF STUDENT: CHAN WEI LEONG

I acknowledge that the copyright and other intellectual property in the thesis/project report belonged to Universiti Putra Malaysia and I agree to allow this thesis/project report to be placed at the library under the following terms:

1. This thesis/project report is the property of Universiti Putra Malaysia.
2. The library of Universiti Putra Malaysia has the right to make copies for educational purposes only.
3. The library of Universiti Putra Malaysia is allowed to make copies of this thesis for academic exchange.

I declare that this thesis is classified as :

\*Please tick (v )

☐

**CONFIDENTIAL**

(Contain confidential information under Official Secret Act 1972).

☐

**RESTRICTED**

(Contains restricted information as specified by the organization/institution where research was done).

☐

**OPEN ACCESS**

I agree that my thesis/project report to be published as hard copy or online open access.

This thesis is submitted for :

☐

**PATENT**

Embargo from \_\_\_\_\_ until \_\_\_\_\_  
(date) (date)

**Approved by:**

\_\_\_\_\_  
(Signature of Student)  
New IC No/ Passport No.:

Date :

\_\_\_\_\_  
(Signature of Chairman of Supervisory Committee)  
Name:

Date :

[Note : If the thesis is **CONFIDENTIAL** or **RESTRICTED**, please attach with the letter from the organization/institution with period and reasons for confidentially or restricted. ]