

The Relationship between Goal Orientation and Service-Oriented Organizational Citizenship Behaviors - A Case of Five Star Deluxe Hotel Employees -

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목표 지향성과 서비스 지향적인 조직시민행동 간의 관계 - 특 1급 호텔 근무자를 중심으로-

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Abstract

Under the needs to study the predictors of the frontline employees' service-oriented organizational citizenship behaviors(OCBs) in the hotel industry, this study aimed to the influence of goal orientations on the OCBs. The two factors of performance goal and learning goal orientations were hypothesized to influence each dimension of OCBs(loyalty, service delivery, and participation). The data from 266 five star deluxe hotel employees were analyzed with descriptive statistics, multi-variate analysis of variance, and structural equation modeling conducted using SPSS 19.0 and AMOS 20.0. The results showed learning goal orientation positively influenced all dimensions of the OCBs while performance goal orientation positively influenced all dimensions except loyalty. These results suggest that hotel practitioners need to seek the applicants who are willingly oriented to specific goals at recruiting process. Furthermore, hotel organizations need to utilize the employees' goal approach to motivate their performances.

Key words: goal orientation, learning goal orientation, performance goal orientation, service-oriented OCBs, loyalty, service delivery, participation

I . . INTRODUCTION

Hotel organizations face the tasks to deliver a higher level of service quality so as to remain in the competitive hospitality industry. In order to attain excellent services, employees must devote themselves to their extra-role behaviors as well as their in-role duties with an intention to promote

operational performance and uphold organizational image(Stamper CL · Van Dyne L 2003). Frontline employees' extra-role behaviors and performances are specifically important since they are at the most frequent contact with hotel customers. As such, they need to apply various serving strategies according to different customer needs.

Extra-role behaviors are referred to be organiza-

This research was supported by Research Fund of Catholic University of Daegu in 2013

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tional citizenship behaviors(OCBs) (Tjosvold D et al. 2003). OCBs are defined as organizational behaviors which are not enforced to perform to be rewarded; these are rather optional conduction to increase the functional effectiveness(Podsakoff PM et al. 2000). Recently, the studies in the hospitality industries have also adopted OCBs as important variables to be examined(Ma E et al. 2013; Tsai CT · Su CS 2011). Specifically, they gradually focus on service-oriented OCBs. Service-oriented OCBs include loyalty, participation, and service delivery as the focal characteristics of service employees' performances(Bettencour LA et al. 2001). Here, important and recurring questions in the hotel industry are why frontline employees are relatively different in displaying service-oriented OCBs. According to the achievement goal theory and the research, employees' organizational behaviors derive from goal orientations(e.g. Yperen NWV · Janssen O 2002; Lee OF et al. 2010).

Goal orientations have been found to generate different perceptual-cognitive foundation for how individuals constitute a cognition and reaction to achievement situations(Kaplan A · Maehr ML 2007). Two goal orientations have been found in the achievement goal tradition such as a learning orientation and a performance orientation. A learning orientated individuals are committed to developing competence and the powers latents, and attaining their skills, while a performance orientated individuals are committed to outperforming others.

To date, achievement goal research has predominantly focused on exploring creativity and customer orientation(Coelho F · Sousa C 2011), service behaviors(Chien CC · Hung ST 2008), efficacy, goal setting and task performance(Radosevich DJ et al. 2007), and so on. Although service-oriented OCBs have been in-

creasingly applied to hospitality industry, little attention has been given to the question of how goal orientations influence service-oriented OCBs. The existing literature suggested that difference in goal orientations showed different effect on individual cognition, affect, and behaviors in individual task setting(e.g. Farr JL et al. 1993; Pintrich PR 2000; Yperen NWV 2003). As such, employees differing in goal orientations are likely to differ in the way they develop their service-oriented OCBs.

Focused on frontline hotel employees, the present study aims to develop and test the idea that goal orientations affect each dimension of service-oriented OCBs employing structural equation modeling. More specifically, it will argue that learning goal orientation drives hotel employees to develop higher service-oriented OCBs than performance goal orientation. Understanding such relationships could theoretically make a contribution to the literature of organizational behaviors and provide new insights into practical hotel management of how to recruit and train human resources as well.

II. LITERATURE REVIEW

1. Goal Orientation

The idea of goal orientation has been continued in educational psychology since 1980s, in order to find out why students are different in study outcomes(Dweck CS 1986). Performance and learning outcomes were the two main explanations identified by researchers(Ames C · Archer J 1988). Dweck CS & Leggett EL(1988) also classified goal orientation into two dimensions including the pursuit of task and the learning context. Goal orientation explains how and why individuals approach and make a reaction to achievement context

since it generates different perceptual-cognitive framework towards it(Dweck CS 1986). Likewise, scholars focused on two goal orientations, learning and performance. Dweck CS & Leggett EL(1988) mentioned learning orientation explained those who were interested in increasing competence and mastering new tasks. On the other hand, performance orientation explained people interested in external judgement regarding their competence and avoidance of negative feedback. Thus, learning orientated individuals(LGO) put focus on building competence and acquiring skills, while performance-oriented individuals(PGO) put their focus on outperforming others.

Further, individuals with PGO are more inclined to care for outside evaluation and favorable judgements of their capabilities. On the other hand, those with LGO will be more inclined to evaluate their performance compared to their previous achievements and regard failure as personal steps for further development(Ames C 1992).

2. Service-Oriented Organizational Citizenship Behaviors (OCBs)

Barnard CL(1938) first introduced the concept of organizational citizenship behaviors as voluntary cooperation. Bateman TS & Organ DW(1983) defined OCBs as employees' voluntary extra behaviors albeit they were not contracted as job description or terms of rewards. As widely known, formal organizations' manuals and systems experience limitation to accomplish a variety of organizational variables in a competitive background. Literature recognized informal organizations, where OCBs are conducted, as the central parts of cooperation to complement informal ones(e.g. Tsa CT · Su CS 2011). That is, informal teams need to be activated for organizational efficiency and

effectiveness.

Katz D & Kahn RL(1978) expanded OCBs through emphasizing innovation and voluntary extra-role behaviors and presented the following three behaviors to increase organizational efficiency. Employees must perform work standards and carry out their roles with flexibility. These are referred to be in-role behaviors. Further, they must be willing to carry out innovative and spontaneous tasks beyond their duties to accomplish organizational goals. As such, a third group of extra-role behaviors are necessary to complete organizational goals not to mention of in-role behaviors.

The recent developments of the hospitality industries motivated scholars to examine the dimensions of OCBs applied to the hospitality industry. These are referred to be service-oriented OCBs and used to examine hospitality employees' service behaviors (Podsakoff PM · MacKenzie SB 1997). Since then, each dimension of service-oriented OCBs in hospitality employees has been divided by Bettencourt LA & colleagues(2001). The first dimension is loyalty OCBs, where organizational members focus on increasing organization's favorable image as informal team members. For example, informal social network may be made in order to recommend their products and services. The second one is the employee's participation OCBs, where they actively propose ideas to raise service quality through all organizational members as well as organization itself. The third characteristics is service delivery OCBs where they not only serve customers with extra efforts but also conscientiously follow work standards. To maintain in service delivery OCBs, they have to pay attention to service manuals, customers needs, and quality service. Specifically, front line employees' service

delivery OCBs are important due to their work roles of customer contacts.

In summary, hospitality employees' service-oriented OCBs are likely to be essential performance in the hospitality organizations to complete a variety of service variables. Service-oriented OCBs have sub-dimensions of the employees' loyalty to organizations, active participation for the organizational development, and conscientious service delivery. It could contribute to development of quality service and organizational performance.

3. PGO and Service-Oriented OCBs in the Hotel Organizations

The relationship between service-oriented OCBs and PGO have been studied as follows.

First, employees' loyalty is predicted by job satisfaction in the organizations(e.g. Pandey C · Khare R 2012). Although there are little studies regarding the relationship between employees' loyalty and PGO, satisfied employees from performance appraisal are loyal toward their organizations(Jawahar IM 2006). For example, a study on salespersons' goal orientation indicated performance orientation positively influenced job satisfaction(Harris EG et al. 2005). Lai JY and colleagues(2010) also found the positive impact of performance goal orientation on job satisfaction, which leads to loyalty. Further, VandeWalle & colleagues(2001) emphasized that performance-oriented individuals made an effort to make positive impression from others. Likewise, they may tell others about the positive aspects regarding their organizations and/or products, which is regarded as one aspect of loyalty behaviors. From these perspectives, the positive relationship between PGO and loyalty can be assumed.

On the other hand, Janssen O & Yperen

NWV(2004) hypothesized the negative influence of PGO on job satisfaction and performance and they were found to have significantly negatively insignificant relationship. They supported the idea that individuals in PGO typically think that job performance is beyond their control(Farr JL et al. 1993) and this lack of control leads to negative emotion, especially when task requirements are difficult to reach(Yperen NWV · Hagedoorn M 2003). From this perspective, the negative influence of PGO on loyalty OCBs could be assumed. Hence the relationship between PGO and loyalty OCBs is hypothesized without direction.

Second, individuals with PGO concern how their capabilities are judged. In addition, they like to prove their ability levels depending on their success. Therefore, they have propensity to compare their performance outcomes with others, and try not to have failure outcomes in their way of doing things(Kohli AK et al. 1998). PGO may motivate such individuals to perform beyond their job standards to some extent(Janssen O · Yperen NWV 2004). The practice of customer-oriented behaviors are highly required to be evaluated as high performers specifically to frontline employees. For example, they may try to display quality service for customers to be appraised as capable service attendants. Further, they try not to make customer complaints and negative word of mouth since these may influence their performance level as well.

Further, Coelho F & Sousa C(2011) and Chien CC & Hung ST(2008) suggested performance goal orientation made a positive impact on customer orientated attitude in hospitality industry. Based on the existing literature, the relationship between PGO and service delivery OCBs are hypothesized as a positive direction.

Third, individuals with performance approach

consider ability as a fixed trait (Dweck CS · Leggett EL 1988) and believe ability lead performance success rather than effort (Duda JL · Nicholls JG 1992). Kohli AK & colleagues (1992) also found performance-oriented persons were more likely to decide their success based on fulfillment of supervisory expectations and performance of peers. They believe their own capabilities and have a strong intention to outperform others. With eagerness to outperform others, they would rather compete than cooperate with colleagues than cooperation and have more intention to excel others than cooperate as a team cooperation (Chien CC · Hung ST 2008). From this point of view, the higher performance goal oriented individuals are unlikely to participate in the hotel management through giving ideas and encouraging colleagues.

On the other hand, it can be also anticipated that PGO would motivate employees to perform beyond their job requirement in the way of organizational improvement (Janssen O · Yperen NWV 2004). Performance goal oriented individual has a desire to show one's competence over others. As such, employees with performance orientations may regard job requirements as simply work standards and they are more likely to demonstrate further competence through extra efforts through participation in management since the behaviors are related to their organization's appraisal and reward systems (Steele-Johnson D et al. 2000). From this perspective, hotel employees are likely to participate in the hotel management when they are performance-oriented. Finally, performance goal orientation in the hotel industry seems to influence participation OCBs either negatively or positively, and hence the relationship is hypothesized without direction.

Based on the literature above, the following hy-

potheses have been drawn.

H1 : PGO has a significant effect on service-oriented OCBs in the hotel industry.

H1-1: PGO has a significant effect on loyalty OCBs in the hotel industry.

H1-2: PGO has a significantly positive effect on service delivery OCBs in the hotel industry.

H1-3: PGO has a significant effect on participation OCBs in the hotel industry.

4. LGO and Service-Oriented OCBs

Achievement goal research proves that learning goal orientated individuals put values on their efforts to reach their goals and are satisfied with this progress (Yperen NWV · Janssen O 2002). In addition, the learning orientation effect on job satisfaction was supported in Janssen O & Yperen NWV (2004)'s study. As mentioned above, job satisfaction is significantly interrelated with loyalty toward organization. Thus, the positive impact of learning goal orientation on loyalty OCBs is hypothesized in the hotel industry.

Individuals with LGO are eager for increasing their abilities and skills. They often consider achievement situation as one of processes to reach their competences (Dweck CS · Leggett EL 1988). Individuals with LGO tend to reach higher competence frequently through taking risks and challenging new tasks and are willing to carry out problems with various methods. Thus, they are flexible in responding to customer needs. In addition, they are more likely to read customers' mind and contact them more frequently. They would like to constantly accumulate and improve their skills, thus enhance ability to solve customers' complaints and fulfill customers' requirements (Chien CC · Hung ST 2008). Harris EG &

colleagues'(2005) study focused on hospitality employees, further demonstrated that learning orientation positively influenced customer orientation. Therefore, individuals with LGO are likely to provide active service to hotel customers, and hence the positive relationship between LGO and service delivery OCBs has been drawn.

Learning-oriented individuals are likely to take new works or challenges as opportunities for personal development and are willing to put additional time for related activities to obtain more skills or knowledge of such challenges. These skills may lead them to improve their ability to help others(Bell BS · Kozlowski SWJ 2002). In addition, through actively attending working related meetings or activities, these individuals spend additional time within the organizations; hence increase their opportunities to exchange ideas regarding organizational development(Donovan DT et al. 2004). In other words, learning-oriented individuals would like to have more opportunities to display participation OCBs. To this end, individuals with LGO are likely to display participating behaviors of OCBs in the hotel organizations as well.

Finally, the relationships between LGO and each dimension of service-oriented OCBs are hypothesized as follows based on the previous literature.

H2: LGO has a significantly positive effect on service-oriented OCBs in the hotel industry.

H2-1: LGO has a significantly positive effect on loyalty OCBs in the hotel industry.

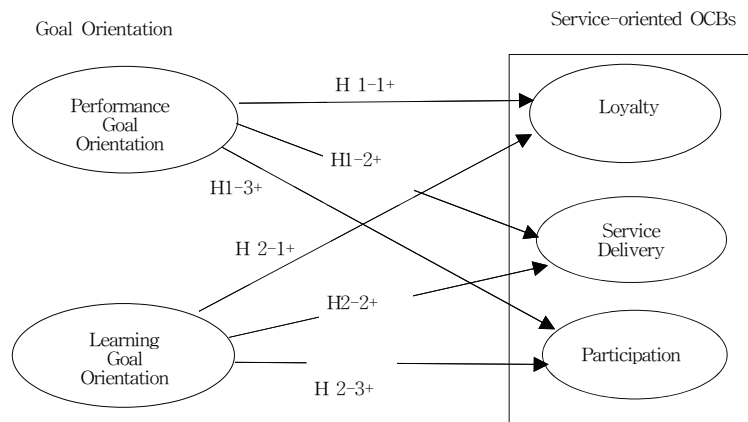
H2-2: LGO has a significantly positive effect on service delivery OCBs in the hotel industry.

H2-3: LGO has a significantly positive effect on participation OCBs in the hotel industry.

III. METHODOLOGY

1. Settlement of Proposed Model

The research model, based on the propositions developed from the literature review, is proposed to explain the relationship among performance goal orientation, learning goal orientation, and service-oriented OCBs as shown in <Fig. 1>.



<Fig. 1> Proposed research model

2. Construct Measurement

1) Performance Goal Orientation

Based on the conceptual framework and hypotheses, all variables are converted into questionnaire survey items. A 32-item questionnaire has been developed to obtain responses from frontline hotel employees for the study. The questionnaires are composed of three sections: Performance goal orientation(8 items), learning goal orientation(8 items), service-oriented OCBs(16 items). They checked on a five-point scale with anchors of "not at all descriptive"(1) and "extremely descriptive"(5).

3. Data Collection and Sampling Frame

Five-star deluxe hotel employees are targeted for this study. The researcher conducted preliminary survey using the sample data of H and S hotels in Seoul. The fifty identified responses were first used to correct any unclear survey items and to decide the validity of the proposed model. This had been conducted from January 4th to 20th in 2013.

To measure the relationship among the suggested constructs, the convenience sampling was selected including C, H, M, S, and W hotels in Seoul and H and S hotels in Jeju. The main survey

had been conducted through mail survey from March 5th to 30th in 2013 after each hotel manager approved this. The number of 350 cases were surveyed. Further, total number of 300 responses had been collected and cases with missing value were subsequently dropped from the data analysis. Finally, 266 cases have been analyzed.

4. Data Analysis

The collected data was analyzed using SPSS 19.0 and AMOS 20.0 software program. Through these programs, descriptive statistics, multi-variate analysis of variance, and structural equation modeling (SEM) were utilized. Frequency analysis, reliability analysis using Cronbach's α , and confirmatory factor analysis were also adopted. Furthermore, in order to understand different relationship between variables, the correlation analysis was conducted.

IV. EMPIRICAL RESULTS

1. Demographics

The total number of 266 respondents are constituted of 38.3 % of males and 61.7% of females as shown in <Table 2>. The majority of the respondents(20~29: 49.2%. 30~39: 38.0%) were in the age groups of 20-39. Moreover, the majority of the respondents(82.7%) have graduated from

<Table 1> Operational definitions and questionnaire sources

Constructs	Operational definitions	Sources
Performance goal orientation	The extent to which an individual seeks to demonstrate task competence for the purpose of gaining favorable judgement from others	Button et al. (1996)
Learning goal orientation	The extent to which an individual seeks to learn new competencies in a given task	Button et al. (1996)
Service-oriented OCBs	The employees' extra efforts to present their organizational positive image. It consists of loyalty, service delivery, and participation OCBs.	Bettencourt et al. (2001)

〈Table 2〉 Result of the demographic analysis of the respondents

Respondent Characteristics	Categories	Frequencies (Percentages)	Respondent Characteristics	Items	Frequencies (Percentages)
Gender	Male	102(38.3)	Employment Status	Full Time	182(68.4)
	Female	164(61.7)		Temporary Contract	84(31.5)
Age	20~29	131(49.2)	Assignment	Front Desk	67(25.2)
	30~39	101(38.0)		F & B	97(36.5)
	40~49	34(12.8)		Concierge	38(14.3)
				Bell Desk	35(13.1)
Education	Junior college	109(41.0)	Average Income	Business Center	29(10.9)
	University	111(41.7)		Less than 2M(won)	64(24.1)
	Master or more	44(16.5)		2M~2.99M	114(42.9)
	High school	2(0.8)		3~3.99M	77(28.9)
Work Experience in Hotel	1~3 year(s)	91(34.2)	Current Position	4~More	11(4.1)
	4~6 years	64(24.1)		Clerk	143(53.8)
	7~9 years	58(21.8)		Caption(Supervisor)	80(30.1)
	10 years~	53(19.9)		Manager	43(16.1)
Total		266(100)	Total		266(100)

junior college and university. Also, ninety one persons(34.2%) have 1~3 year(s) of work experience and 64 people(24.1%) have 4~6 years while majority of them(68.4%) are full-time employees. At the same time, their current assignments were ; front desk(25.2%), food and beverage(36.5%), concierge(14.3%), bell desk(13.1%), business center(10.95%); clerk(53.8%), caption or supervisor(30.1%), and manager(16.1%). Finally, the respondents' average monthly income concentrates on the category of less than four million wons(less than 2 million: 24.1%; 2 million~2.99 million: 42.9%; 3 million~3.99 million: 28.9%).

2. Reliability and Validity Analysis of Items

The confirmatory measurement model was assessed to evaluate the construct validity of the measurement used in this study. As noted by Noar SM(2003), confirmatory factor analysis(CFA) procedures can confirm the structural model and psychometric properties of measurement. For exam-

ple, various conceptualizations of the data can be verified and the different models can be compared so as to acquire the model of best fit. In this study, CFA was completed with maximum likelihood estimation.

CFA was applied to all the items, resulting in chi-square of 728.426 at the degree of freedom of 442($p < 0.001$). Further, the value in chi-square/df should be less than three to secure overall goodness of fit(Kim GS 2007). The value of chi-square/df shows 1.648 so that overall goodness of fit is accepted.

In assessing model fit, the following indices were employed: GFI(Goodness-of-Fit index: desirable at ≥ 0.90), AGFI(Adjusted Goodness of Fit Index: desirable at ≥ 0.90), RMR(Root Mean Square Residual: desirable at ≤ 0.05), NFI(Normed Fit Index: desirable at ≥ 0.90), CFI(Comparative Fit Index: desirable at ≥ 0.90), χ^2 (Chi-square: desirable at > 0.05), TLI(Tucker-Lewis Index: desirable at ≥ 0.90), RMSEA(Root Mean Square Error of Approximation: desirable at < 0.05) As pre-

sented in <Table 3>, all the indices indicated a reasonable fit of the data.

As presented in <Table 3>, GFI(0.853), NFI(0.874) and AGFI(0.825) indicate rather low

fits, while RMR(0.039), CFI(0.946), TLI(0.939), and RMSEA(0.049) indicate the reasonable fits of the data. The whole indices should be considered for the fit since “the relatively small sample sizes

<Table 3> Confirmatory factor analysis and reliability analysis of the items

Factor	Items	Unstandardized path coefficient	Standardized path coefficient	t-value	p-value	Cronbach's <i>a</i>
Performance Goal Orientation	I would rather be doing things that I can do well than the things that I cannot do well.	1.000	0.696			0.899
	I am the happiest when I am doing the tasks that, one hundred percent, I can do well.	1.028	0.738	13.313	0.000***	
	What I perform best is what I have an interest in it.	1.032	0.766	11.538	0.000***	
	I am very concerned with other people's evaluations of what I am doing.	1.142	0.782	11.757	0.000***	
	When I can accomplish one thing without mistakes, I'll say I am smart.	0.913	0.591	9.028	0.000***	
	Before executing tasks, I like to be certain of my success.	0.974	0.675	10.224	0.000***	
	I like to perform the errands that I completed successfully in the past.	1.014	0.763	11.492	0.000***	
When I outperform than most people, I will say I am smart.	1.206	0.767	11.591	0.000***		
Learning Goal Orientation	The opportunity to do a challenging job is very important to me.	1.000	0.866			0.897
	When I cannot complete a hard mission, I will try again.	0.883	0.755	14.766	0.000***	
	I prefer the tasks that push me to learn new knowledge or skills.	0.675	0.657	11.996	0.000***	
	The opportunity to learn new ideas is very important to me.	0.628	0.606	10.782	0.000***	
	I always try my best to work on difficult tasks.	0.756	0.706	13.283	0.000***	
	I like to work hard to make progress from past performance.	0.671	0.669	12.419	0.000***	
The opportunity to expand my capability is very important to me.	0.703	0.649	11.845	0.000***		
When I am faced with a hard problem, I would try different ways of solving it.	0.842	0.805	16.270	0.000***		
Loyalty	I tell others that this is a good place to work.	1.000	0.833			0.906
	I say good things about the company to others.	1.129	0.869	17.440	0.000***	
	I generate favorable goodwill for the company.	0.912	0.721	13.257	0.000***	
	I actively promote products and services of the company.	0.950	0.776	14.668	0.000***	
	I encourage friends and family to use the products and services of the company.	1.157	0.855	17.075	0.000***	
Service Delivery	I follow customers service guidelines with extreme care.	1.000	0.722			0.871
	I consciously follow guidelines for customer promotions.	0.902	0.624	12.259	0.000***	
	I follow up in a timely manner to customer requests and pre-requirement	0.945	0.668	10.359	0.000***	
	I perform duties with unusually few mistakes.	1.030	0.695	12.259	0.000***	
	I always have a positive attitude at work.	1.062	0.796	12.197	0.000***	
	Regardless of circumstances, I am exceptionally courteous and respectful to customers.	1.172	0.792	12.141	0.000***	
Participation	I have many ideas for customer promotions and communications.	1.000	0.746			0.876
	I make constructive suggestions for service improvement.	0.853	0.700	13.437	0.000***	
	I frequently give other creative solutions to customers problems.	1.009	0.767	12.282	0.000***	
	I encourage their co-workers to have ideas and suggestions for service improvement.	0.866	0.694	11.112	0.000***	
	I take brochures home to read up on products and services.	1.303	0.867	13.805	0.000***	

χ^2 (df:442)=728.426 p=0.000.

* Fit Index: CMIN/df= 1.648 GFI= 0.853 AGFI=0.825, RMR=0.039, NFI=0.874, CFI= 0.946, TLI= 0.939, RMSEA= 0.049

***: 0.000

(R): reversed scored

may reduce the possibility of reaching the 0.9 cut-off value of some fit indices "(Hooper D et al. 2008, p54). In addition, a strict adherence to suggested cutoff values can result in the improper rejection of an acceptable model. Therefore, the suggested model can be accepted as the reasonable fit of the data.

Further, <Table 3> presents standardized estimates for a measurement model. As illustrated, factor loadings of all measures are moderate(ranging from 0.591 to 0.869). The factor loadings show that relevant measurement items performed moderately well in the designated underlying construct.

As the survey items are adopted from different streams of studies, it is important to ensure construct reliability and validity. Cronbach's *a* is used to determine reliability of the measurement. As indicated in <Table 3>, Cronbach's *a* for each construct in measurement model is ranged from 0.871 to 0.906, showing a higher reliability than the usual adequate value of 0.60(Lee HY 2006).

Moreover, if construct reliability reaches above 0.7, convergent validity or internal consistency is secured(Kim GS 2007). Also, convergent validity is procured as long as AVE reaches above 0.5(Kim GS 2007). In terms of construct reliability, the values of five constructs are ranged from 0.871 to

0.906. At the same time, as illustrated in <Table 3>, factor loading of each variable is above 0.591, showing a moderate to high construct validity(Kim GS 2007). Further, each average variance extracted(AVE) reaches between 0.590 to 0.693.

Discriminant validity was established using the procedures outlined by Fornell C & Larcker DF(1981). <Table 4> shows the correlations between the latent variables and <Table 4> presents the average variance extracted(AVE) of each construct. Fornell C & Larcker DF(1981) prescribed that the squared correlation between constructs must be less than the AVE of each underlying construct in order for the constructs to have discriminant validity. As illustrated in <Table 4>, each AVE is ranged from 0.590 to 0.693 while squared correlations are ranged from 0.213 to 0.586. These outcomes established discriminant validity. As a result, it seems to be significant to analyze the relationship among the constructs.

3. Test of Hypotheses

1) Results of Overall Measurement Model Testing

<Table 4> illustrated the strength of the relationships among the constructs, showing path co-

<Table 4> Analysis of discriminant validity

Variables	Means	SD	Inter-construct correlations ^a					
			1	2	3	4	5	
Performance-Oriented	3.456	0.681	1					
Learning-Oriented	3.234	0.687	0.711**	1				
Loyalty	3.068	0.807	0.614**	0.686**	1			
Service	3.508	0.649	0.702**	0.766**	0.710**	1		
Participation	2.999	0.757	0.462**	0.656**	0.705**	0.569**	1	
CR			0.920	0.917	0.915	0.907	0.895	
AVE			0.591	0.590	0.693	0.621	0.631	

** p<0.01 (two-way)

^a a two standard-error interval estimate of correlation does not include value 1.

CR=Composite Reliability, AVE= Average Variance Extracted

efficients and overall goodness of model fit indices. Overall, the model has acceptable fit; (χ^2 : $df = 443$) = 723.292 ($p = 0.000$), $GFI = 0.855$, $AGFI = 0.827$, $RMR = 0.038$, $NFI = 0.875$, $TLI = 0.940$, $CFI = 0.947$, $RMSEA = 0.049$.

The path coefficients of the constructs are analyzed to examine the suggested hypotheses as follows.

Firstly, hotel employees' PGO does not make any significant effect on their loyalty OCBs (path coefficient of 0.037, $t < 1.96$, $p > 0.05$). Therefore, hypothesis 1-1 is rejected. As Janssen O & Yperen NWV(2004) indicated, PGO made negative or insignificant impact on job satisfaction and performance outcomes. Thus, PGO seems not to be influential toward loyalty OCBs in the hotel industry.

Secondly, PGO makes a significant positive effect on service delivery OCB in the hotel organizations (path coefficient of 0.281, $t > 1.96$, $p < 0.001$). Thus, hypothesis 1-2 is supported. This is consistent with the existing studies on the significant relationship between PGO and customer oriented attitude in the hospitality industry (Coelho F · Sousa C 2011; Chien CC · Hung ST 2008).

Third, the significantly positive influence of PGO on participation OCB has been supported through this study (path coefficient of 0.295, $t > 1.96$, $p < 0.01$). Thus, hypothesis 1-3 is supported. The result is also supported by Steele-Johnson et al.(2000) who presented performance goal oriented individuals tried to outperform others to be favorably appraised. To this end, the significant impact of performance goal orientation on service-oriented OCBs is partially supported.

Fourth, hotel employees' LGO has a significant positive effect on loyalty OCBs (path coefficient of 0.522, $t > 1.96$, $p < 0.001$). Thus, hypothesis 2-1 is supported. This could be consistent with Janssen

O & Yperen NWV(2004), who proved the positive relationship between learning goal orientation and job satisfaction. In the long run, the positive emotion leads to loyalty towards organizations (Pandey C · Khare R 2012).

Fifth, learning goal orientation makes a significant positive effect on service delivery OCBs (path coefficient of 0.404, $t > 1.96$, $p < 0.001$). Therefore, hypothesis 2-2 is supported. This supports the existing studies, which verified the positive relationship between LGO and customer orientated attitudes (e.g. Harris EG et al. 2005; Chien CC · Hung ST 2008).

Sixth, LGO is positively related to participation OCBs in the hotel organizations (path coefficient of 0.465, $t > 1.96$, $p < 0.001$). That is, hypothesis 2-3 is supported. This supports the existing literature such as Bell BS & Kozlowski SWJ(2002) and Donovan et al.(2004).

Overall, service delivery and participation OCBs are more strongly predicted by LGO than PGO (see <Table 5>). Likewise, the impact of LGO on loyalty OCBs is supported, while PGO does not make any effect on it. Hence, LGO is more influential to service-oriented OCBs than PGO in the hotel industry.

V. CONCLUSION

1. Discussion

This study has been conducted to figure out whether two types of goal orientations including PGO and LGO influence each dimension of service-oriented OCBs using structural equation modeling. The results provide support for direct effects of PGO and LGO on service-oriented OCBs. More specific outcomes can be discussed as follows.

<Table 5> Analysis of the effect of goal orientation on service-oriented OCBs

Hypothesis	Path	Standardized Path Coefficient	t-value	p-value	Result
H1-1	Performance Goal Orientation->Loyalty	0.037	0.385	0.700	rejected
H1-2	Performance Goal Orientation -> Service Delivery	0.281	3.653	0.000***	supported
H1-3	Performance Goal Orientation ->Participation	0.295	2.917	0.004**	supported
H2-1	Learning Goal Orientation-> Loyalty	0.522	6.554	0.000***	supported
H2-2	Learning Goal Orientation-> Service Delivery	0.404	6.795	0.000***	supported
H2-3	Learning Goal Orientation-> Participation	.465	6.121	0.000***	supported
Overall Goodness of Model Fit Indices	χ^2 (df = 443)= 723.292 (p = 0.000), CMIN/df= 1.633, GFI = 0.855, AGFI = 0.827 RMR = 0.038, NFI = 0.875, TLI = 0.940, CFI = 0.947 RMSEA=0.049				

*** p <0.001 ** p <0.01

First, the hotel employees' PGO fails to explain loyalty towards their hotel organizations. This implies that the hotel employees may not be motivated to make informal activities to promote hotel images on the basis of performance goal approach. In other words, PGO is not enough to drive loyal behaviors in the hotel industry.

Second, the hotel employees' PGO predicts service delivery OCBs. This indicates that hotel employees' service delivery is regarded as a performance. They may concern these extra service activities as the requirements to get good appraisal from hotel organizations.

Third, the effect of PGO on participation OCBs is positively significant in the hotel industry. In other words, the hotel employees who are performance-oriented regard active participation as a performance. Since the hotel employees' behaviors are clearly visible due to job environment, they seem to display extra efforts in order to obtain positive judgement from others.

Fourth, the hotel employees' LGO make a positive impact on their loyalty OCBs . The learn-

ing-oriented hotel employees may interpret loyalty OCBs as the process to increase their competence. Their propensities to be satisfied with their own jobs are also likely to bring them to loyalty OCBs.

Fifth, LGO has a positively significant impact on service delivery OCBs in the hotel industry. The learning-oriented hotel employees may regard service delivery OCBs as completion of their tasks.

Finally, the learning-oriented hotel employees present participation OCBs. They may consider idea generation and interaction with other colleagues as competency development of their themselves.

Overall, LGO makes the higher impact on hotel employees' service-oriented OCBs. As suggested above, LGO influenced all dimensions of service-oriented OCBs, while performance goal orientation partially influenced service-oriented OCBs. Although PGO makes an impact on service delivery and participation OCBs, none of them exceeds the effect of LGO. These results are consistent with other literature, which proved rela-

tively strong influence of LGO than PGO on desirable organizational behaviors(e.g. Coelho F · Sousa C 2011).

2. Research and Managerial Implications

The theoretical meaning of the study is discussed as follows. First, albeit the existing studies in hospitality literature discussed the antecedents of organizational citizenship behaviors, the service-oriented OCBs need to be discussed further in the hospitality industry. This study fills up the study needs.

Next, the structural model has verified the partially significant impact of PGO and fully significant impact of LGO on service-oriented OCBs. The results contribute to the literature by offering insight into the role of goal orientations in the hotel employees' service-oriented OCBs and by adding empirical evidence in support of stronger effect of LGO on organizational performance than PGO to the previous literature(e.g. Coelho F · Sousa C 2011;Block CJ et al. 1995).

Additionally, there are several managerial implications from this study as well. In particular, the results indicate that specific goal-oriented individuals are motivated to make the performances. They will drive themselves to the directions for the goals with the goals to be achieved. Based on this result, the hotel practitioners need to look for the goal-driven candidates. In addition, increasing a goal-approach tendency in the hotel industry may be effective for optimizing the employees' performance levels.

At the same time, the hotel organizations need to understand whether their employees are learning-oriented and/or performance-oriented. For example, when they have the performance-oriented

employees, they can strengthen evaluative appraisal system, competitive environment, and performance based rewards system. Instead, when they have the learning-oriented employees, they can use cooperation among colleagues and challenge support, appraisal system based on the employees' development.

In particular, the hotel managers and/or practitioners may use these results to help their employees develop goal orientations. For example, their PGO could be developed by providing feedback for their performance and by clearly informing reward system. Additionally, LGO can be developed by providing various opportunities to develop individuals' competences and careers(VandeWalle D et al. 1999).

3. Limitations and Supplements

Like any other studies, this study also has its limitations. First, the survey was conducted within five-star deluxe hotel organizations. Thus, the data collected cannot be generalized to other hotel classes. The five-star deluxe hotels tend to emphasize higher service quality than mid or lower class hotels and the employees are more encouraged to be professional and courteous to treat people. These may influence the study results and the hotels in other classes possibly have different outcomes. Therefore, the future studies are recommended to include target respondents from wider classes of hotels.

Second, the self-reported indicators used in this study to measure the variables can cause the participants to overestimate of actual self since they are likely to be conscious of repercussion effect from negative responses despite of the confidentiality of their responses. Therefore, to some extent, the result is also likely to be influenced by

the respondents' tendency to be socially desirable. This may result in common method bias. For future studies, the managers' ideas on their subordinates can be added and the both results can be compared to see whether there is any perceptual difference.

Third, the survey items worded in a positive direction may cause method bias because the correlations could be inflated(Chien CC · Hung ST 2008). In other words, the respondents may endorse each item to similar extent without focusing on the contents. To overcome these bias errors, future studies are suggested to include both positive and negative items in the longitudinal studies.

Fourth, goal orientation theory proposed three-factor(Middleton MJ · Midgley C 1997;VandeWalle D 1997) and four-factor model(Elliot AJ · McGregor HA 2001) in addition to two-factor model(Dweck CS · Leggett EL 1988). Three-factor model include learning goal orientation, performance-prove, and performance-avoid orientations. In addition, four-factor model consist of mastery-approach, mastery-avoid, performance-approach, and performance-avoid. Thus, it is recommended that future studies employ three or four factors model to predict the relationship with organizational behavioral outcomes.

Finally, future study needs to examine how goal orientation can be best integrated into a theoretical model of self-motivation into the specific performances. In addition, other individual difference variables that may explain service-oriented OCBs can be investigated since they may predict the employees' behaviors over goal orientations.

한글 초록

호텔 업계에서 고객접점 직원들의 서비스 지향

적인 조직시민행동의 선행요인에 관한 연구의 필요성이 제기되어, 본 연구는 목표지향성을 선행요인으로 하여, 서비스 지향적인 조직시민행동에 미치는 영향에 관하여 연구하고자 실시하였다. 선행연구를 바탕으로 하여, 목표지향성은 성취-목표 지향성과 배움-목표 지향성으로 나누어졌으며 이 요인들과 서비스 지향적인 조직시민행동의 하위요인(충성도, 서비스 전달, 참여성) 간의 관계 가설이 설정되었다. 특 1급 호텔 직원 266명의 설문조사 데이터가 분석되었다. 분석을 위해, SPSS 19.0과 AMOS 20.0을 이용하여 기술통계분석, 다변량분석, 구조방정식 모형분석이 실시되었다. 그 결과, 배움-목표 지향성은 충성도, 서비스 전달, 참여성 모두에게 긍정적인 영향을 미치는 것으로 나타났다. 반면, 성취-목표 지향성은 충성도를 제외한 두 하위 요인에 긍정적인 영향을 미치는 것으로 나타났다. 이러한 결과는, 호텔 경영인들이 특정한 목표를 진심으로 지향하는 지원자를 발굴할 필요성을 시사한다. 나아가, 호텔조직은 구성원들의 목표지향성을 이용해서, 그들의 성과 향상에 동기를 부여할 필요성을 제시한다.

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2013년 08월 02일 접수
 2013년 10월 15일 1차 논문수정
 2013년 10월 30일 2차 논문수정
 2013년 11월 15일 3차 논문수정
 2013년 12월 15일 논문게재확정