

**The Perception and Recognition of Organizational Citizenship Behavior, From
Hotel Guests: The Influence of Gender and Traditional Attitudes**

A Thesis Presented to the
Faculty of the
Conrad N. Hilton College of Hotel and Restaurant Management
University of Houston

In Partial Fulfillment
Of the Requirements for the Degree
Master of Science

Shina Bharadwaja
May 2016

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Dedication

This thesis is dedicated to my husband, Htet Myat Tun, and all others who support gender equality.

Acknowledgment

This thesis would not be possible without my advisor, Dr. Juan Madera, and his supreme advising, encouragement, and understanding; thank you for your incredible guidance with indisputable expertise. Many thanks to my family for continuous support in all of my extensive endeavors and to my friends for always providing an ear during trying times. I would also like to thank committee members Dr. Mary Dawson and Dr. Priyanko Guchait for supporting this research.

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Abstract

In general, organizational citizenship behavior or OCB refers to constructive or cooperative gestures that are neither mandatory, nor directly or contractually compensated for by formal organizational reward systems (Allen & Rush, 2001). Although there has been a substantial amount research regarding the perception and recognition of organizational citizenship behavior within interpersonal relationships, such as employee and management, there has yet to be significant research studying the perception and recognition of OCB within the employee and customer relationship. Therefore, the purpose of this research is to discover whether or not the gender differences associated with OCB, are also applicable when considered from the customer's perspective, and, the degree to which the customer agrees with traditional or egalitarian gender roles influences perspective. This research studies the influence of gender and traditional values on the perception and recognition of organizational citizenship behavior from hotel guests.

CHAPTER 1

Introduction

Envision staying at an upscale, modern hotel. Upon arrival you are greeted with a smiling guest service representative that efficiently checks you in. After completing their duty as a front desk worker, they offer to carry your luggage to your room (not normally in their job description). You do not necessitate assistance, nor did you ask for it. How would you react? Would you notice the behavior more if the employee was a male or female? Would you feel differently about the service gesture, depending on the gender of the employee?

The performance of voluntary action by an employee for their organization describes the organizational psychology term, organizational citizenship behavior (Nadeem & Haider, 2015). In general, organizational citizenship behavior (OCB) refers to constructive or cooperative gestures that are neither mandatory, nor directly or contractually compensated for by formal organizational reward systems (Allen & Rush, 2001). OCBs are optional pro-social behaviors of an individual, aside from official job requirements and duties, which are not necessarily present in a job description and are a benefit to others and the organization; OCBs have been shown to positively contribute to organizational success. Although organizational citizenship behaviors are not part of a job description, performance of an OCB can actually influence managerial evaluations. This is because of the common belief that OCBs are essential to the success of an organization, and performance of those behaviors, as a sign of overall organizational dedication (Cameron & Nadler, 2013).

Organizational citizenship behavior has been proven to be an instrumental part of employee success because of its influence on managerial evaluations, therefore, studies have researched whether or not OCBs are recognized more by an employer, depending on the gender of the employee. OCBs have been described as mostly feminine in nature and women are seen as more likely to participate in OCBs, when compared to men (Cameron & Nadler, 2013). This can give an employee an unfair advantage, simply because of their sex. It has been found that more accurate observations are made when a male exhibits an OCB and when a female does not exhibit an OCB (Allen & Rush, 2001). This concludes that a man will be recognized more for the extra work they do, compared to women; whereas a woman will be recognized more for a lack of extra work they do, when compared to men. This can be connected with the associated and stereotyped feminine nature of OCBs; if organizational citizenship behavior is considered ‘women’s work’ then a woman would be less likely noticed when performing the behavior.

Purpose of Study

Although there has been immense research regarding the perception and recognition of organizational citizenship behavior within relationships such as employee-management, there has yet to be significant research studying the perception and recognition of OCB within the employee-customer relationship. Therefore, the purpose of this research is to discover whether or not the gender differences associated with the perception and recognition of organizational citizenship behavior are also applicable when considered from the customer’s perspective, and, the degree to which the customer agrees and associates with egalitarian or traditional gender values also influences perspective as well. This research studies the recognition and perception of

organizational citizenship behaviors from hotel guests, depending on the gender of the employee and the degree to which the customer values traditional or egalitarian gender roles. Within the hospitality industry, customer satisfaction plays an enormous role in business success and it can often be a reflection of service received. This is very valuable, as performing recognizable excellent service that is perceived positively, can then influence customer return and repurchase. But, what happens if a customer is noticing these behaviors more, depending on the gender of the employee? The business might, as a consequence, be recognized less, and the employee suffers the individual loss of a positive review acknowledging an organizational citizenship behavior, which, as previously stated, can impact managerial reviews which then can impact promotions. Customer reviews are often considered when contemplating an employee promotion or demotion; if one gender is being recognized and/or perceived differently for the same behavior, this can then cause an unequal workplace environment.

CHAPTER 2

Literature Review

General OCB Research

There has been a reasonably large amount of research previously studied regarding organizational citizenship behavior. However, the facets of those studies range in topic, industry, and field, greatly. When searching any database, one can find qualitative and quantitative research on the subject of OCB from many different areas of study. OCBs are commonly looked at when researching industrial and organizational psychology and certain common sectors within, such as business leadership, motivation, loyalty, and engagement. Lavanya and Kalliath (2015) researched the relationship between employees' work motivation, leaders' leadership style, and their organizational citizenship behavior. The study found that there was no relationship identified between overall work motivation and organizational citizenship behavior, however, its dimensions (intrinsic process motivation and self-concept external motivation) showed a positive relationship with organizational citizenship behavior; it was further observed that transactional leadership style was related to organizational citizenship behavior.

Perera and Shyama (2014) investigated the influence of perceived organization support, employee engagement, and organizational citizenship behavior on quality performance. It was found that OCB mediates the relationship between perceived organizational support and quality performance. However, their findings suggest that neither perceived organizational support nor employee engagement operates as an

antecedent to organizational citizenship behavior that immediately benefits the organization in general.

OCB Research in Business Psychology

Organizational Citizenship Behaviors have steadily become increasingly relevant in business research as previous research commonly shows that there is a positive correlation to desired characteristics in the workplace and the behaviors associated with OCB (Organ, 1997). This therefore, created more demand for significant research regarding the predictability of organizational citizenship behavior. Spence et al. (2014) extended the existing theoretical understanding of what predicts organizational citizenship behavior. Using experience sampling techniques, they examined the within-person relation between OCB and a novel, theoretically relevant predictor: state gratitude. The results advanced OCB research and explanations of OCB by modeling OCB as a dynamic, time-variant construct, and by demonstrating that feelings of gratitude, a discrete positive emotion, can be an effective predictor of OCBs.

Research regarding performance appraisal, as linked with OCB has also been significant. Performance appraisal plays an important role for continuous improvement (Ahmed et al., 2011). Ahmed et al. (2011) conducted a study that aimed to determine the relationship between fairness in performance appraisal and organizational citizenship behavior considering the mediation effect of organizational commitment. Findings of the study indicated that there is a significant and positive relationship between perceived fairness in performance appraisal and OCB while organizational commitment mediates the relationship.

Another study looked at organizational citizenship behavior as the mediator between psychological workplace climate and its relation to work performance and well-being (Eisele & D'Amato, 2011). The main purpose of the study was to test a model that specified organizational citizenship behavior as a mediator of relationships between psychological climate and work outcomes. Results showed that all of the tested factors correlated negatively with burnout and positively with OCB. The model with OCB as a mediating variable was confirmed regarding well-being but less so regarding performance.

Organizational citizenship behavior has been recognized as relevant behavior of some employees, but its role regarding customer perceptions and company profitability remains relatively unexplored. Castro et al. (2004) however, conducted work that analyzed the effect that service company employee behavior has on customer perceptions of the quality of services received and the consequent company performance. The paper published proposed a model to test those relationships empirically and included some recommendations of study.

Gender-Related OCB Research

Even more relevant to this study is past research that observes relationships between organizational citizenship behavior and gender, or gender as a considered variable; there are several very significant studies published regarding this concept. Allen and Rush (2001) conducted studies that examined the discrepancies in the evaluation of men and women regarding the performance of OCB. In their first study it was found that women were perceived to engage in OCB more frequently than were men, but there was found to be no difference regarding the value associated with citizenship behaviors. In

their second study results revealed that more accurate behavioral observations were made when observing males exhibiting OCBs and females exhibiting no OCBs.

Heilman and Chen (2005) hypothesized in their research that the performance of altruistic citizenship behavior (identified as one of several dimensions of organizational citizenship behavior) in a work setting would enhance the favorability of men's (but not women's) evaluations and recommendations, whereas the withholding of such behavior would diminish the favorability of women's (but not men's) evaluations and recommendations. Their results supported their hypothesis and also showed that behaviors demonstrating altruism are thought to be less optional for women than for men, which suggest that, gender-stereotypic prescriptions regarding how men and women should behave result in different evaluative reactions to the same altruistic behavior, depending on the performer's sex.

Further studies support similar finding, such as, Cameron and Nadler's (2013) study regarding gender roles and differences in employee evaluations based on OCB participation. They found that OCB participation had a direct effect on managerial ratings and OCBs were perceived to be more feminine than masculine. Allen (2015) researched the relationship between organizational citizenship behavior and two organizational rewards: salary and promotions; employee gender was tested as a moderator. The results of the study indicated that gender was a moderator such that the relationship between OCB and promotion was stronger for males than for females.

From analyzing past research we can form the following hypothesis:

H1: When demonstrating the same OCB, women will be recognized by customers less than men.

Although, in modern times, many may assume that traditional gender roles and attitudes towards gender differences have shifted in favor of a more equal, less divided society, there stands to be a significant amount of people who still associate genders differently and will interpret actions differently, depending on an individual's sex; there have been several studies conducted exploring these concepts. Vandello et al. (2008) wrote an article about precarious manhood. The researchers conducted five studies that demonstrated that manhood, in contrast to womanhood, is seen as a precarious state requiring continual social proof and validation. Because of this precariousness, it was argued that men feel especially threatened by challenges to their masculinity. This could play a significant role in our study as we examine the gender attitudes of each customer. Vandello et al. (2008) also found that certain male-typed behaviors, such as physical aggression, may result from this anxiety.

Knud S. Larsen and Ed Long (1988) reports on the development of a Likert-type scale measuring attitudes toward egalitarian-traditional sex roles. It was found that sex differences lend support to previous findings that females are more in favor of egalitarian attitudes. The finding reflects to some degree known group validity. Further construct validating studies emphasized the relationship of divorce, authoritarianism (replicated with a different scale), and conservatism to traditional attitudes on the TESR scale.

From analyzing past research we can also form the following hypothesis:

H2: Customers who rate highly on traditional gender role self-identity, will be less likely to recognize an OCB when performed by a female than when performed by a male.

CHAPTER 3

Methodology

Participants

In total there were 109 participants of variant backgrounds with 44.4% Caucasian, 20.4% Hispanic, 11.1% Asian, 8.3% African American, 7.4% Southeast Asian, 1.9% Middle Eastern, .9% Native American, and 5.6% who were described as ‘other’. In regards to gender, 39.8% of participants were male, 59.3% were female, and .9% identified as transgender. Participants were also asked to indicate how many times they had traveled in the past year and what time of lodging facility they usually stayed in; .9% travelled zero times in the past year, 6.5% travelled once, 18.5% travelled twice, 17.6% travelled three times, 12% travelled four times, and a large portion, 44.4%, travelled five or more times within the past year. In regard to lodging facility habits, 34.3% usually stay in economy lodging facilities, 48.1% in business, 10.2% in luxury, 1.9% in hostel, and 5.6% in resort facilities. Participants were also asked how many lodging facilities they had stayed in within the past year with results showing that 5.6% reported zero, 2.8% reported once, 27.8% reported twice, 13.9% reported three, 19.4% reported four, and 30.6% of participants reported five or more. The participant age ranged from 19-73 meaning there was ample age diversity, with 24 being the most common participant age at 9.3%. Highest education level also varied as 1.9% had some high school completed, 4.7% had graduated high school, 12.1% had some college, 11.2% had completed an associate’s degree, 39.3% had a bachelor’s degree, and 30.8% of participants had completed a master’s degree. To view frequency tables regarding demographics of participants please see Appendix B.

Procedure and Measures

To test the proposed hypotheses, a 2 (male vs. female employee) x 3 (agentic, communal, control) between-subject experiment was conducted. Participants were randomly assigned one of six possible conditions. The conditions were comprised of either an agentic, communal, or control scenario. To further examine gender-relations within the study, it was decided to have both an agentic (typically masculine) and communal (typically feminine) organizational citizenship behavior possibility. This would provide researchers with additional results regarding the differences associated between not only male and female employees performing the same OCB but also differences associated to the nature of the specific action (whether the OCB is more of an agentic or communal behavior).

The agentic condition portrayed either a male or female (Elizabeth McAlister Wallace) guest service manager and included (female scenario possibility in parenthesis):

Instructions: Imagine that you are a guest of Hotel XI; you are arriving to the hotel and experience the following scenario:

Upon arrival you are greeted by a Guest Service Manager, John McAlister Wallace (Elizabeth McAlister Wallace) at the front desk. He (She) checks you in.

You have two heavy bags with you and want help with your luggage from the concierge, however no one in the concierge department seems to be available. The Guest Service Manager- John McAlister Wallace (Elizabeth McAlister Wallace) -noticed that you are standing around with your

luggage. He (She) offers to carry your luggage to your room, despite the fact that you did not ask for his (her) assistance.

The communal condition portrayed either a male or female (Elizabeth McAlister Wallace) guest service manager and included (female possibility in parenthesis):

Instructions: Imagine that you are a guest of Hotel XI; you are arriving to the hotel and experience the following scenario:

Upon arrival you are greeted by a Guest Service Manager, John McAlister Wallace (Elizabeth McAlister Wallace), at the front desk. He (She) checks you in.

As you are waiting for your luggage, you noticed your coat has a loose button and its hanging. Guest Service Manager- John McAlister Wallace (Elizabeth McAlister Wallace)-noticed that you are trying to fix the button. He (She) offers to sew the button at their desk as you wait for your luggage, despite the fact that you did not ask for his (her) assistance.

The control condition did not include an OCB scenario. In each condition the same five measures were tested, those measures were: performance, positive attitude, negative attitude, reward recommendation, and positive behavior intention. Every participant was also given an additional survey that was modeled to test attitudes towards traditional sex-roles. Ultimately this survey tested whether the participant more closely identified with traditional or egalitarian gender values. The test used was developed by Larsen & Long (1988), at Oregon State University and has been widely used to test attitudes of gender roles. The reliability testing results are described below; the

correlating statistical tables (Reliability Tables and Item-Total Statistics Tables) can be found in Appendix B.

Performance measure. The perceived validity of the performance measure, which measured the perceived managerial performance, was measured using items from Heilman & Chen (2005). Responses to items on this measure was made on two 7 point likert-type scales with degrees ranging from average to excellent and very unlikely to very likely. The reliability for the perceived validity measure was .86, meaning that the performance measure was reliable.

Positive attribute measure. The perceived validity of the positive attribute measure, which measured the customer's perceived positive attribution, was measured using items from Heilman & Chen (2005). Responses to items on this measure was made on a 5 point likert-type scales with degrees ranging from strongly agree to strongly disagree. The reliability for the perceived validity measure was .91, meaning that the positive attribute measure was reliable.

Negative attribute measure. The perceived validity of the negative attribute measure, which measured the customer's perceived negative attribution, was measured using items from Heilman & Chen (2005). Responses to items on this measure was made on a 5 point likert-type scales with degrees ranging from strongly agree to strongly disagree. The reliability for the perceived validity measure was .89, meaning that the negative attribute measure was reliable.

Reward recommendation measure. The perceived validity of the reward recommendation measure, which measured the customer's perceived reward

recommendation, was measured using items from Heilman & Chen (2005). Responses to items on this measure was made on a 7 point likert-type scales with degrees ranging from would definitely not recommend to would definitely recommend. The reliability for the perceived validity measure was .92, meaning that the reward recommendation measure was reliable.

Positive behavior intention measure. The perceived validity of the positive behavior intention measure, which measured the customer's perceived intention of positive behavior, was measured using items from Zeithaml et al. (1996). Responses to items on this measure was made on a 7 point likert-type scales with degrees ranging from strongly agree to strongly disagree. The reliability for the perceived validity measure was .96, meaning that the positive behavior intention measure was reliable.

Traditional sex role measure. The perceived validity of the sex roles scales measure, which measured the customer's perceived identification with traditional or egalitarian sex roles, was measured using items from Larsen & Long (1988). Responses to items on this measure was made on a 5 point likert-type scales with degrees ranging from strongly agree to strongly disagree. The reliability for the perceived validity measure was .91, meaning that the sex roles scales measure was reliable.

CHAPTER 4

Results

Test of Hypotheses

In order to test the hypotheses, a Multivariate Analysis of Variance (MANOVA) was conducted using SPSS to analyze the correlations of data collected from the research study using the independent variables of either the male or female gender and the communal or agentic organizational citizenship behavior, and the dependent variables of performance, positive attribution, negative attribution, reward recommendation, positive behavior intention, and sex roles scale. A Univariate Analysis of Variance was also run to further provide a detailed analysis of the dependent variable, performance.

Correlations

The results showed that there was a significant correlation between OCB performance and the dependent variables of performance, positive attribution, negative attribution, and positive behavior intention. The dependent variable of performance had a significant correlation relationship with the other dependent variables of positive attribute, negative attribute, reward recommendation, and positive reward intention. The dependent variables, positive attribute and negative attribute correlated with all other dependent variables as well as the independent variable, sex roles scale. The dependent variable of reward recommendation had a significant correlation with positive attribute, negative attribute, and positive behavior intention. Positive Behavior Intention had a significant correlation relationship with all other dependent variables as well as the independent variable, sex roles scale. Lastly, the variable, sex roles scale, had a

correlation with the dependent variables, positive attribution, negative attribution, and positive behavior intention. Below is the correlation matrix (as shown in Table 1) to help one identify correlations between variables.

Table 1: *Correlation Matrix*

		OCB Performan ce	Gender of Manager	Performan ce	Positive_att irbute	Negative_a ttribute	Reward_re commenda tion	Pos_Behav _Intention s	Sex_Roles_ scale
OCB Performan ce	Pearson Correlation	1	-0.033	-.362**	-.478**	.206*	-0.129	-.337**	-0.106
	Sig. (2-tailed)		0.733	0.000	0.000	0.034	0.183	0.000	0.274
	N	109	109	109	109	107	108	109	109
Gender of Manager	Pearson Correlation	-0.033	1	0.034	-0.122	0.053	0.137	-0.018	0.118
	Sig. (2-tailed)	0.733		0.726	0.206	0.585	0.156	0.855	0.221
	N	109	109	109	109	107	108	109	109
Performan ce	Pearson Correlation	-.362**	0.034	1	.691**	-.418**	.529**	.625**	-0.145
	Sig. (2-tailed)	0.000	0.726		0.000	0.000	0.000	0.000	0.132
	N	109	109	109	109	107	108	109	109
Positive_at tribute	Pearson Correlation	-.478**	-0.122	.691**	1	-.580**	.530**	.743**	-.251**
	Sig. (2-tailed)	0.000	0.206	0.000		0.000	0.000	0.000	0.009
	N	109	109	109	109	107	108	109	109
Negative_a ttribute	Pearson Correlation	.206*	0.053	-.418**	-.580**	1	-.254**	-.425**	.345**
	Sig. (2-tailed)	0.034	0.585	0.000	0.000		0.008	0.000	0.000
	N	107	107	107	107	107	106	107	107
Reward_re commenda tion	Pearson Correlation	-0.129	0.137	.529**	.530**	-.254**	1	.677**	-0.047
	Sig. (2-tailed)	0.183	0.156	0.000	0.000	0.008		0.000	0.627
	N	108	108	108	108	106	108	108	108
Pos_Behav _Intention s	Pearson Correlation	-.337**	-0.018	.625**	.743**	-.425**	.677**	1	-.251**
	Sig. (2-tailed)	0.000	0.855	0.000	0.000	0.000	0.000		0.008
	N	109	109	109	109	107	108	109	109
Sex_Roles_ scale	Pearson Correlation	-0.106	0.118	-0.145	-.251**	.345**	-0.047	-.251**	1
	Sig. (2-tailed)	0.274	0.221	0.132	0.009	0.000	0.627	0.008	
	N	109	109	109	109	107	108	109	109

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

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

Multivariate Tests

The below tables indicate the specific multivariate testing that was performed; Pillai's Trace, Wilks' Lambda, Hotelling's Trace, Roy's Largest Root. As shown, there was a significant main effect of the manipulated OCB variable and a significant interaction between OCB and gender.

Table 2: *Multivariate Tests A*

Multivariate Tests A					
Effect		Value	F	Hypothesis df	Error df
Intercept	Pillai's Trace	0.992	2240.273b	5	96
	Wilks' Lambda	0.008	2240.273b	5	96
	Hotelling's Trace	116.681	2240.273b	5	96
	Roy's Largest Root	116.681	2240.273b	5	96
IV_OCB	Pillai's Trace	0.437	5.421	10	194
	Wilks' Lambda	0.593	5.740b	10	192
	Hotelling's Trace	0.638	6.058	10	190
	Roy's Largest Root	0.547	10.608c	5	97
IV_Gende	Pillai's Trace	0.099	2.120b	5	96
	Wilks' Lambda	0.901	2.120b	5	96
	Hotelling's Trace	0.11	2.120b	5	96
	Roy's Largest Root	0.11	2.120b	5	96
IV_OCB *	Pillai's Trace	0.199	2.141	10	194
	Wilks' Lambda	0.804	2.207b	10	192
	Hotelling's Trace	0.239	2.271	10	190
	Roy's Largest Root	0.221	4.283c	5	97

Table 3: *Multivariate Tests B*

Multivariate Tests B			
Effect		Sig.	Partial Eta Squared
Intercept	Pillai's Trace	0	0.992
	Wilks' Lambda	0	0.992
	Hotelling's Trace	0	0.992
	Roy's Largest Root	0	0.992
IV_OCB	Pillai's Trace	0	0.218
	Wilks' Lambda	0	0.23
	Hotelling's Trace	0	0.242
	Roy's Largest Root	0	0.354
IV_Gender	Pillai's Trace	0.069	0.099
	Wilks' Lambda	0.069	0.099
	Hotelling's Trace	0.069	0.099
	Roy's Largest Root	0.069	0.099
IV_OCB * IV_Gender	Pillai's Trace	0.023	0.099
	Wilks' Lambda	0.019	0.103
	Hotelling's Trace	0.016	0.107
	Roy's Largest Root	0.001	0.181

a. Design: Intercept + IV_OCB + IV_Gender + IV_OCB * IV_Gender

b. Exact statistic

c. The statistic is an upper bound on F that yields a lower bound on the significance level.

General Linear Model. As displayed below in Table 4, there were a total of 39 participants who were given the agentic scenario, 35 participants given the communal scenario, and 32 participants given the control. There were also 52 male participants and 54 female participants. It should be noted that the survey conditions were randomized and distributed evenly (according to the number of participants that start the survey) electronically/online, however because some participants did not complete the survey, those results were not included, hence the amount of participants in each category is slightly uneven.

Table 4: *Between-Subjects Factors*

Between-Subjects Factors			
		Value Label	N
OCB Performance	1	Agentic	39
	2	Communal	35
	3	Control	32
Gender of Manager	1	Male	52
	2	Female	54

The descriptive statistics, as displayed below in Table 5, show the mean, standard deviation of ratings from each dependent variable, separated by agentic, communal, or control, respectively. The descriptive statistic table also displays the size of each group (how many participants took the portion of the survey it is referring to).

Table 5: Descriptive Statistics

Descriptive Statistics					
		Gender of Manager	Mean	Std. Deviation	N
Performance	Agentic	Male	6.2982	0.59726	19
		Female	6.1667	0.97032	20
		Total	6.2308	0.8026	39
	Communal	Male	6.6569	0.46574	17
		Female	6.2778	0.74316	18
		Total	6.4619	0.64434	35
	Control	Male	4.9792	0.95428	16
		Female	5.7083	0.98036	16
		Total	5.3438	1.02122	32
	Total	Male	6.0096	0.98265	52
		Female	6.0679	0.91889	54
		Total	6.0393	0.9466	106
Positive_attribute	Agentic	Male	4.6754	0.38679	19
		Female	4.6375	0.46929	20
		Total	4.656	0.42585	39
	Communal	Male	4.6912	0.47211	17
		Female	4.4167	0.68599	18
		Total	4.55	0.59963	35
	Control	Male	3.8906	0.81634	16
		Female	3.6562	0.7576	16
		Total	3.7734	0.78381	32
	Total	Male	4.4391	0.67461	52
		Female	4.2731	0.75121	54
		Total	4.3546	0.71613	106
Negative_attribute	Agentic	Male	1.5439	0.72188	19
		Female	1.4	0.9087	20
		Total	1.4701	0.81549	39
	Communal	Male	1.1765	0.56664	17
		Female	1.4815	0.84962	18
		Total	1.3333	0.73208	35
	Control	Male	1.875	0.89339	16
		Female	2	0.89443	16
		Total	1.9375	0.88166	32
	Total	Male	1.5256	0.7736	52
		Female	1.6049	0.9067	54
		Total	1.566	0.84097	106
Reward_recommendation	Agentic	Male	3.5921	1.27533	19
		Female	3.9583	0.56358	20
		Total	3.7799	0.98165	39
	Communal	Male	3.9559	0.65093	17
		Female	4.0278	0.747	18
		Total	3.9929	0.69262	35
	Control	Male	3.4062	0.79517	16
		Female	3.6094	0.71861	16
		Total	3.5078	0.75264	32
	Total	Male	3.6538	0.9716	52
		Female	3.8781	0.68618	54
		Total	3.7681	0.84194	106
Pos_Behav_Intentions	Agentic	Male	5.8947	1.11827	19
		Female	6.23	0.68756	20
		Total	6.0667	0.92604	39
	Communal	Male	6.2147	0.928	17
		Female	6.1	0.98757	18
		Total	6.1557	0.94673	35
	Control	Male	5.2875	1.06575	16
		Female	4.9417	0.96113	16
		Total	5.1146	1.01363	32
	Total	Male	5.8125	1.09019	52
		Female	5.8049	1.0327	54
		Total	5.8086	1.05622	106

There was a main effect of OCB on (1) performance: $F(2, 106) = 18.270, p < .05$; (2) positive attribute: $F(2, 106) = 25.247, p < .05$; (3) negative attribute: $F(2, 106) = 5.615, p < .05$; (4) positive behavior intention: $F(2, 106) = 13.357, p < .05$. There was a main effect of sex roles scale on (1) positive attribute: $F(1, 107) = 15.423, p < .05$; (2) negative attribute: $F(1, 107) = 13.809, p < .05$; (3) positive behavior intention: $F(1, 107) = 11.414, p < .05$. There was also a main effect of OCB with gender on performance: $F(2, 106) = 4.388, p < .05$.

Table 6: Tests of Between-Subjects Effects

Tests of Between-Subjects Effects							
Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	Performance	31.299a	6	5.216	8.225	0	0.333
	Positive_attribute	21.793b	6	3.632	11.218	0	0.405
	Negative_attribute	15.944c	6	2.657	4.511	0	0.215
	Reward_recommendation	6.066d	6	1.011	1.464	0.198	0.081
	Pos_Behav_Intentions	33.982e	6	5.664	6.743	0	0.29
Intercept	Performance	1133.149	1	1133.149	1786.69	0	0.947
	Positive_attribute	633.291	1	633.291	1955.867	0	0.952
	Negative_attribute	36.723	1	36.723	62.343	0	0.386
	Reward_recommendation	431.248	1	431.248	624.497	0	0.863
	Pos_Behav_Intentions	1135.252	1	1135.252	1351.533	0	0.932
Sex_Roles_scale	Performance	2.458	1	2.458	3.876	0.052	0.038
	Positive_attribute	4.994	1	4.994	15.423	0	0.135
	Negative_attribute	8.134	1	8.134	13.809	0	0.122
	Reward_recommendation	0.442	1	0.442	0.641	0.425	0.006
	Pos_Behav_Intentions	9.587	1	9.587	11.414	0.001	0.103
IV_OCB	Performance	23.174	2	11.587	18.27	0	0.27
	Positive_attribute	16.349	2	8.175	25.247	0	0.338
	Negative_attribute	6.615	2	3.307	5.615	0.005	0.102
	Reward_recommendation	3.786	2	1.893	2.741	0.069	0.052
	Pos_Behav_Intentions	22.439	2	11.22	13.357	0	0.213
IV_Gender	Performance	0.325	1	0.325	0.513	0.475	0.005
	Positive_attribute	0.413	1	0.413	1.275	0.262	0.013
	Negative_attribute	0.015	1	0.015	0.025	0.874	0
	Reward_recommendation	1.374	1	1.374	1.99	0.161	0.02
	Pos_Behav_Intentions	0.033	1	0.033	0.04	0.843	0
IV_OCB * IV_Gend	Performance	5.566	2	2.783	4.388	0.015	0.081
	Positive_attribute	0.184	2	0.092	0.284	0.753	0.006
	Negative_attribute	0.664	2	0.332	0.564	0.571	0.011
	Reward_recommendation	0.356	2	0.178	0.258	0.773	0.005
	Pos_Behav_Intentions	1.828	2	0.914	1.088	0.341	0.022
Error	Performance	62.787	99	0.634			
	Positive_attribute	32.055	99	0.324			
	Negative_attribute	58.316	99	0.589			
	Reward_recommendation	68.365	99	0.691			
	Pos_Behav_Intentions	83.157	99	0.84			
Total	Performance	3960.25	106				
	Positive_attribute	2063.84	106				
	Negative_attribute	334.222	106				
	Reward_recommendation	1579.465	106				
	Pos_Behav_Intentions	3693.62	106				
Corrected Total	Performance	94.086	105				
	Positive_attribute	53.848	105				
	Negative_attribute	74.26	105				
	Reward_recommendation	74.431	105				
	Pos_Behav_Intentions	117.139	105				

Estimated Marginal Means. The mean ratings of the dependent variables are 6.013 for performance, 4.326 mean for positive attribute, 1.582 mean for negative attribute, 3.758 mean and for reward recommendation, and lastly, 5.775 mean for positive behavior intention.

Table 7: *Grand Mean*

Grand Mean				
Dependent Variable	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Performance	6.013a	0.078	5.859	6.167
Positive_attribute	4.326a	0.055	4.216	4.436
Negative_attribute	1.582a	0.075	1.434	1.73
Reward_recommendation	3.758a	0.081	3.597	3.918
Pos_Behav_Intentions	5.775a	0.089	5.598	5.953

a. Covariates appearing in the model are evaluated at the following values:
Sex_Roles_scale = 2.0325.

When comparing the means of agentic, communal, and control of all dependent variables, as influenced by the independent variable of OCB performance, there is no significant differences. Table 8 below displays those finding.

Table 8: *Comparing Means by OCB Performance*

OCB Performance					
Dependent Variable	OCB Performance	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Performance	Agentic	6.257a	0.128	6.003	6.512
	Communal	6.442a	0.135	6.174	6.711
	Control	5.340a	0.141	5.061	5.619
Positive_attribute	Agentic	4.692a	0.092	4.51	4.873
	Communal	4.518a	0.097	4.326	4.71
	Control	3.768a	0.101	3.568	3.968
Negative_attribute	Agentic	1.427a	0.124	1.182	1.672
	Communal	1.375a	0.13	1.116	1.634
	Control	1.944a	0.136	1.675	2.214
Reward_recommendation	Agentic	3.786a	0.134	3.52	4.051
	Communal	3.981a	0.141	3.701	4.261
	Control	3.506a	0.147	3.215	3.798
Pos_Behav_Intentions	Agentic	6.111a	0.148	5.819	6.404
	Communal	6.108a	0.156	5.799	6.416
	Control	5.107a	0.162	4.786	5.429

a. Covariates appearing in the model are evaluated at the following values: Sex_Roles_scale = 2.0325.

When comparing the rating of the dependent variables against the gender of the manager (male or female), there is no significant difference report. Table 9 below displays the reported statistics.

Table 9: *Gender of Manger*

Dependent Variable	Gender of Manager	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Performance	Male	5.957a	0.111	5.736	6.178
	Female	6.069a	0.109	5.852	6.286
Positive_attribute	Male	4.389a	0.079	4.231	4.547
	Female	4.263a	0.078	4.108	4.418
Negative_attribute	Male	1.570a	0.107	1.357	1.783
	Female	1.594a	0.105	1.385	1.803
Reward_recommendation	Male	3.642a	0.116	3.412	3.873
	Female	3.873a	0.114	3.647	4.099
Pos_Behav_Intentions	Male	5.757a	0.128	5.503	6.011
	Female	5.793a	0.126	5.544	6.043

a. Covariates appearing in the model are evaluated at the following values: Sex_Roles_scale = 2.03.

Table 10 below shows the effect of the interaction between OCB performance and gender of the manager on the dependent variables. The recorded mean of the dependent variable, performance, show a near significant difference of the average rating response between male (6.602) and female (6.282) managers when performing a communal OCB. All other means do not show a significant relationship.

Table 10: *Interactions of OCB Performance and Gender of Manager*

OCB Performance * Gender of Manager				
Dependent Variable	OCB Performance	Gender of Manager	Mean	Std. Error
Performance	Agentic	Male	6.314a	0.183
		Female	6.201a	0.179
	Communal	Male	6.602a	0.195
		Female	6.282a	0.188
	Control	Male	4.955a	0.199
		Female	5.725a	0.199
Positive_attribute	Agentic	Male	4.697a	0.131
		Female	4.686a	0.128
	Communal	Male	4.613a	0.139
		Female	4.423a	0.134
	Control	Male	3.856a	0.143
		Female	3.680a	0.142
Negative_attribute	Agentic	Male	1.516a	0.176
		Female	1.338a	0.172
	Communal	Male	1.276a	0.188
		Female	1.474a	0.181
	Control	Male	1.919a	0.192
		Female	1.970a	0.192
Reward_recommendation	Agentic	Male	3.599a	0.191
		Female	3.973a	0.187
	Communal	Male	3.933a	0.204
		Female	4.030a	0.196
	Control	Male	3.396a	0.208
		Female	3.616a	0.208
Pos_Behav_Intentions	Agentic	Male	5.925a	0.21
		Female	6.297a	0.206
	Communal	Male	6.107a	0.225
		Female	6.108a	0.216
	Control	Male	5.240a	0.23
		Female	4.974a	0.229

Univariate Analysis of Variance

Table 11: *Univariate Between-Subject Factors*

Between-Subjects Factors			
		Value Label	N
OCB Performance	1	Agentic	40
	2	Communal	36
	3	Control	33
Gender of Manager	1	Male	54
	2	Female	55

In Table 11 above, one can infer that there were 54 male and 55 female scenarios for the dependent variable performance. Of those, 40 were the agentic condition, 36 were communal, and 33 were the control.

Below are the descriptive statistics associated with the dependent variable, performance. It is viewable that the mean of a male ($M=6.6204$, $SD=.47762$) versus a female ($M=6.2778$, $SD=.74316$) manager performing a communal OCB is nearly significant, both had an equal number of participants at 18.

Table 12: *Univariate Descriptive Statistics*

Descriptive Statistics				
Dependent Variable: Performance				
OCB Performance	Gender of Manager	Mean	Std. Deviation	N
Agentic	Male	6.2982	0.59726	19
	Female	6.1905	0.95202	21
	Total	6.2417	0.79524	40
Communal	Male	6.6204	0.47762	18
	Female	6.2778	0.74316	18
	Total	6.4491	0.63972	36
Control	Male	5.0588	0.98061	17
	Female	5.7083	0.98036	16
	Total	5.3737	1.0198	33
Total	Male	6.0154	0.96493	54
	Female	6.0788	0.91392	55
	Total	6.0474	0.93571	109

Estimated Marginal Means. The overall mean of the performance dependent variable was 6.026. Table 13 below shows the associated findings.

Table 13: *Univariate Grand Mean*

Grand Mean			
Dependent Variable: Performance			
Mean	Std. Error	95% Confidence Interval	
		Lower Bound	Upper Bound
6.026	0.078	5.871	6.18

The below Table 14 indicates that the mean of the ratings from the agentic scenario for the dependent variable of performance was 6.244, the mean of communal was 6.449, and the mean of the control was 5.384.

Table 14: *Mean of Ratings*

OCB Performance				
Dependent Variable: Performance				
OCB Performance	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Agentic	6.244	0.128	5.99	6.499
Communal	6.449	0.135	6.181	6.717
Control	5.384	0.141	5.104	5.663

The below Table 15 indicates that the mean of the gender of the manager was 5.992 male and 6.059 female.

Table 15: *Mean of Gender of Manager*

Gender of Manager				
Dependent Variable: Performance				
Gender of Manager	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Male	5.992	0.11	5.774	6.211
Female	6.059	0.11	5.841	6.277

Table 16 below indicates the mean of the ratings of male or female manger and agentic, communal, and control OCB performance. Once again, there is a near significant difference between the means of male and female mangers in reference to communal OCB performance with the mean of male at 6.620 and the mean of female at 6.278.

Table 16: Means of OCB Performance by Gender of Manager

OCB Performance * Gender of Manager					
Dependent Variable: Performance					
OCB Performance	Gender of Manager	Mean	Std. Error	95% Confidence Interval	
				Lower Bound	Upper Bound
Agentic	Male	6.298	0.186	5.93	6.667
	Female	6.19	0.177	5.84	6.541
Communal	Male	6.62	0.191	6.242	6.999
	Female	6.278	0.191	5.899	6.657
Control	Male	5.059	0.197	4.669	5.449
	Female	5.708	0.203	5.307	6.11

Hotel Depiction

As one can interpret from the descriptive statistics table below, the average participant indicated that they agreed that the description of the fictional hotel, Hotel XI, was accurately described as a luxury, full service hotel (mean= 6.06, $SD=1.113$). Also, the hotel description was perceived as realistic to the average participant with a mean of 5.70 and SD of 1.236.

Table 17: Hotel Depiction Descriptive

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Please indicate the extent to which you agree or disagree with the following statements. -1. I would describe Hotel XI as a luxury, full-service hotel.	109	3	7	6.06	1.113
Please indicate the extent to which you agree or disagree with the following statements. -2. The scenario I read is very realistic for a luxury, full-service hotel.	109	2	7	5.7	1.236
Valid N (listwise)	109				

CHAPTER 5

Discussion

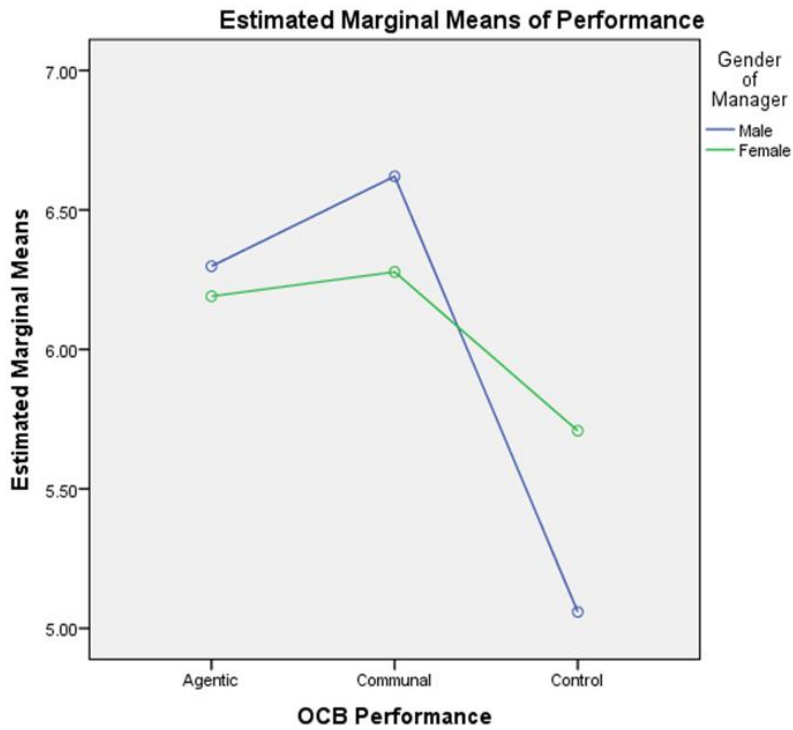
The purpose of this research was to discover whether or not the gender differences associated with the perception and recognition of organizational citizenship behavior are also applicable when considered from the customer's perspective, and, if the degree to which the customer agrees and associates with egalitarian or traditional gender values influences perspective as well. This research studied the recognition and perception of organizational citizenship behaviors from hotel guests, depending on the gender of the employee and the degree to which the customer values traditional or egalitarian gender roles. Within the hospitality industry, customer satisfaction plays an enormous role in business success and it can often be a reflection of service received. This is very valuable, as performing recognizable excellent service that is perceived positively, can then influence customer return and repurchase. If a customer is noticing these behaviors more, depending on the gender of the employee, the business, as a whole, is being recognized less, and the employee suffers the individual loss of a positive review acknowledging an organizational citizenship behavior, which, as previously stated, can impact managerial reviews which then can impact promotions. Customer reviews are often considered when contemplating an employee promotion or demotion; if one gender is being recognized and/or perceived differently for the same behavior, this can then cause an unequal workplace environment.

Although there were not many strong significant findings regarding this research there were still several interesting results that can help determine whether the hypotheses were true. Hypothesis one predicted that:

H1: When demonstrating the same OCB, women will be recognized by customers less than men.

With results indicating that the performance of a communal activity, completed by a male manager, is higher rated, it can be assumed that the initial hypothesis one had some validity. The communal (feminine) OCB hypothetically performed by the guest service manager was noticed and interpreted at a high rate when performed by a male with a mean of 6.6204 when compared to females with a mean at 6.2778. This indicates that there is more awareness associated with a male performing a communal OCB than a female. Interestingly, there is practically no difference when a female performs an agentic (masculine) OCB when compared to a male manager with the mean of a male at 6.2982 and the mean of performance for a female manager at 6.1905. Figure 1 below offers a depiction of the results of the findings in regards to performance. As one can clearly infer, there is a spike in ratings when a male performs a communal OCB, when compared to females.

Figure 1: *Visual Representation of Estimated Marginal Means*



Hypothesis two predicted that:

H2: Customers who rate highly on traditional gender role self-identity, will be less likely to recognize an OCB when performed by a female than when performed by a male.

An ANCOVA with the measure of traditional gender role as the covariate did not change the results of the MANOVA, indicating that it did not play a role.

Implications and Future Work

Through this study, it can be reasonable to suggest that, women are seen as equally required and expected to engage in agentic organizational citizenship behavior when compared to their male counterparts. However, women are still not equally noticed when engaging in a communal organizational citizenship behavior, when compared to

men. It is suggested that future work should examine the reason why women performing communal OCBs are not rated as highly as men. It could be that communal behaviors are expected of women not men and that men who engage in communal activities are viewed differently and considered to be more loyal or dedicated workers.

Future research should also examine how the gender of the customer can interact with the organizational citizenship behavior and manager gender. For example, it could have been inferred that men are less comfortable with women performing agentic OCBs. However, the sample size of this research was not large enough to thoroughly examine such a complex design. Another possibility for future research is that of the female customers' interaction with female employees as women may be more attuned to other women performing OCBs, either agentic or communal.

Limitations

It should be noted that there were several limitations to this study. Firstly, the scenario was hypothetical and results may have differed if it were not. This is a limitation as some participants may have trouble imagining a hypothetical scenario and fully engaging in it. Secondly, there was not an option for an 'absolute zero' answer when participants were surveyed. For example, when using a 7 point likert-type scale the options for answers ranged from strongly disagree to strongly agree, meaning there was no option for an absolute zero answer such as, do not agree at all or in any way. Lastly, there were more female than male participants with a final sample size of 109; one can infer that if there were an even number of both genders and a larger sample size, results may have differed.

Conclusion

This study was ultimately conducted to raise awareness of possible exclusions, no matter how unintentional, of ratings regarding the performance of organizational citizenship behavior, because of the gender of the employee. As the findings indicated, there is still some inequality associated with the recognition and perception of organizational citizenship behavior, from hotel guests, depending on gender. Because of this, it is the intention of this research to supply employers and customers alike with the knowledge of such differences and in turn, actively consider this when engaging with employees, regardless of gender, and with this acquired knowledge, provide as much gender equality in the work place as possible.

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Appendix A

Cover Letter

UNIVERSITY OF HOUSTON CONSENT TO PARTICIPATE IN RESEARCH

THESIS RESEARCH: HOTEL INTERACTIONS

You are being invited to participate in a research project conducted by Shina Bharadwaja and Juan Madera from the Conrad N. Hilton College at the University of Houston. This project is part of a master's thesis and being conducted under the supervision of faculty sponsor, Dr. Juan Madera.

NON-PARTICIPATION STATEMENT

Your participation is voluntary and you may refuse to participate or withdraw at any time without penalty or loss of benefits to which you are otherwise entitled. You may also refuse to answer any question. *[If you are a student, a decision to participate or not or to withdraw your participation will have no effect on your standing.]*

PURPOSE OF THE STUDY

The purpose of this study is to gain insight on interactions between hotel employees and guests. The duration of this study will be approximately 3 months.

PROCEDURES

You will be one of approximately 200 subjects to be asked to participate in this project. You will be asked to complete an anonymous survey which take approximately 10-15 minutes to complete.

CONFIDENTIALITY

Your participation in this project is anonymous.

RISKS/DISCOMFORTS

There are no foreseeable risks associated with the completion of the survey.

BENEFITS

While you will not directly benefit from participation, your participation may help investigators better understand interactions between hotel employees and guests.

ALTERNATIVES

Participation in this project is voluntary and the only alternative to this project is non-participation.

INCENTIVES/REMUNERATION

There are no incentives/remuneration associated with participation in this study as a subject.

PUBLICATION STATEMENT

The results of this study may be published in professional and/or scientific journals. It may also be used for educational purposes or for professional presentations. However, no individual subject will be identified.

If you have any questions, you may contact Shina Bharadwaja at ssbharadwaja@uh.edu. You may also contact Dr. Juan Madera, faculty sponsor, at jmmadera@uh.edu.

ANY QUESTIONS REGARDING YOUR RIGHTS AS A RESEARCH SUBJECT MAY BE ADDRESSED TO THE UNIVERSITY OF HOUSTON COMMITTEE FOR THE PROTECTION OF HUMAN SUBJECTS (713-743-9204).

Principal Investigator's Name: Shina S Bharadwaja

Signature of Principal Investigator:

Shinob

By selecting "I agree" you are acknowledging that you have read and agree with the terms of consenting to participate in research provided above.

I agree

Hotel Description

Instructions: You will evaluate a hotel based on a scenario that you will read. Please read the description of the hotel below.

The following information is from the corporate website of Hotel XI:



Welcome to Hotel XI

World-renowned, Hotel XI presents an awe-inspiring picture of luxury. The grandeur of the hotel coupled with its reputation for impeccable service promises a truly memorable experience during your vacation. Known for turning moments into memories for leisure and business travelers alike this luxury hotel has been host to some of the most influential meetings and events, breathtaking weddings and personalized special occasions of the century.

Our Facility

Hotel XI is a stunning, full-service hotel with a restaurant, lounge facilities and meeting spaces. Hotel XI's guest rooms and public spaces offer a unique, contemporary and distinctive design that is ideal for business and leisure guests.

Our Services

Hotel XI is proud of its outstanding service and offers its guests services such as bed turn-down, newspaper delivery, security guards, wake-up calls, complimentary Wi-Fi, room service and a shuttle to and from the airport or other nearby attractions. Whether you are at Hotel XI for work or pleasure, we will make sure every need and want is fulfilled before you even have to ask.

Hotel XI also offers guests a variety of leisure services, such as a spa, a resort-style outdoor pool and whirlpool, 24-hour Fitness Center, dry cleaning, 24-hour valet service, a cocktail lounge and restaurant.

Contact us to plan your stay with Hotel XI

Control M

Instructions: Imagine that you are a guest of Hotel XI; you are arriving to the hotel and experience the following scenario:

Upon arrival you are greeted by the Guest Service Manager, John McAlister Wallace, at the front desk who checks you in.

Control F

Instructions: Imagine that you are a guest of Hotel XI; you are arriving to the hotel and experience the following scenario:

Upon arrival you are greeted by the Guest Service Manager, Elizabeth McAlister Wallace, at the front desk who checks you in.

Agentic M

Instructions: Imagine that you are a guest of Hotel XI; you are arriving to the hotel and experience the following scenario:

Upon arrival you are greeted by a Guest Service Manager, John McAlister Wallace, at the front desk. He checks you in.

You have two heavy bags with you and want help with your luggage from the concierge, however no one in the concierge department seems to be available. The Guest Service Manager- John McAlister Wallace -noticed that you are standing around with your luggage. He offers to carry your luggage to your room, despite the fact that you did not ask for his assistance.

Agentic F

Instructions: Imagine that you are a guest of Hotel XI; you are arriving to the hotel and experience the following scenario:

Upon arrival you are greeted by a Guest Service Manager, Elizabeth McAlister Wallace, at the front desk. She checks you in.

You have two heavy bags with you and want help with your luggage from the concierge, however no one in the concierge department seems to be available. The Guest Service Manager- Elizabeth McAlister Wallace -noticed that you are standing around with your luggage. She offers to carry your luggage to your room, despite the fact that you did not ask for her assistance.

Communal M

Instructions: Imagine that you are a guest of Hotel XI; you are arriving to the hotel and experience the following scenario:

Upon arrival you are greeted by a Guest Service Manager, John McAlister Wallace, at the front desk. He checks you in.

As you are waiting for your luggage, you noticed your coat has a loose button and its hanging. Guest Service Manager- John McAlister Wallace-noticed that you are trying to fix the button. He offers to sew the button at their desk as you wait for your luggage, despite the fact that you did not ask for his assistance.

Communal F

Instructions: Imagine that you are a guest of Hotel XI; you are arriving to the hotel and experience the following scenario:

Upon arrival you are greeted by a Guest Service Manager, Elizabeth McAlister Wallace, at the front desk. She checks you in.

As you are waiting for your luggage, you noticed your coat has a loose button and its hanging. Guest Service Manager-Elizabeth McAlister Wallace-noticed that you are trying to fix the button. She offers to sew the button at their desk as you wait for your luggage, despite the fact that you did not ask for her assistance.

Survey Questions

Please rate the Guest Service Manager performance using the statement below: Overall, how would you rate this employee’s performance?

- Far above average
- Moderately above average
- Slightly above average
- Average
- Slightly below average
- Moderately below average
- Far below average

Please rate the Guest Service Manager performance using the statements below:

	Extremely likely	Moderately likely	Slightly likely	Neither likely nor unlikely	Slightly unlikely	Moderately unlikely	Extremely unlikely
In your opinion, how likely is it that this employee will advance in the company?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Give your assessment of the individual’s likelihood of career success:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate the Guest Service Manager on the following adjectives based on your experience in the scenario.

	Strongly agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly disagree
1. The Guest Service Manager is competent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The Guest Service Manager is productive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. The Guest Service Manager is effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. The Guest Service Manager is decisive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. The Guest Service Manager is nasty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. The Guest Service Manager is selfish	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. The Guest Service Manager is manipulative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate the extent to which you would be likely recommend the following rewards to the Guest Service Manager based on your experience in the scenario.

	Extremely likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Extremely unlikely
1. Salary increase	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Promotion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. High-profile project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Bonus pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What was the gender of the Guest Service Manager?

- Male
- Female

Which of the following tasks did the Guest Service Manager offer to do for you when you checked in?

- a. offered to carry your luggage to your room.
- b. offered to sew a button on your coat.
- c. none of the above.

Please indicate the extent to which you agree or disagree with the following statements about Hotel XI.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1. I would say positive things about this hotel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I would recommend this hotel to others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I would encourage others to do business with this hotel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I would consider this hotel to be a top choice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I would do more business with this hotel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate the extent to which you agree or disagree with the following statements.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1. I would describe Hotel XI as a luxury, full-service hotel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. The scenario I read is very realistic for a luxury, full-service hotel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please indicate the extent to which you agree or disagree with the following statements.

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
1. A woman's place is in the home, not the office or shop.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. A wife with a family has no time for outside employment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Employment of wives leads to more juvenile delinquency.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. It is much better if the man is the achiever outside the home and the woman takes care of the home and family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Women are much happier if they stay home and take care of children.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Demographics

Last page!

Please write your age:

Please select the option that represents your highest level of education:

- Some high school
- High school diploma/GED
- Some college
- Associate degree/professional certification
- Bachelor's degree
- Graduate/professional degree

Please select the option that represents your race:

- African or of African Descent
- Hispanic or Latino
- Southeast Asian
- Asian or Pacific Islander
- Middle Eastern
- Caucasian, or European
- Native American/Indigenous Descent
- Two or more races

Please select the option that represents your gender:

- Male
- Female
- Trans-gender

How many times you have traveled within the past year?

- 0
- 1
- 2
- 3
- 4
- 5+

How many hotels have you stayed in during the past year?

- 0
- 1
- 2
- 3
- 4
- 5+

What category of lodging facility do you usually stay in?

- Economy/Limited Service
- Business/Full Service
- Luxury
- Hostel
- Resort

Appendix B

Frequency Tables

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	19	3	2.8	2.8	2.8
	20	2	1.8	1.9	4.7
	21	1	0.9	0.9	5.6
	22	4	3.7	3.7	9.3
	23	6	5.5	5.6	15
	24	10	9.2	9.3	24.3
	25	4	3.7	3.7	28
	26	4	3.7	3.7	31.8
	27	7	6.4	6.5	38.3
	28	3	2.8	2.8	41.1
	29	7	6.4	6.5	47.7
	30	4	3.7	3.7	51.4
	31	2	1.8	1.9	53.3
	32	4	3.7	3.7	57
	33	9	8.3	8.4	65.4
	34	3	2.8	2.8	68.2
	35	2	1.8	1.9	70.1
	36	3	2.8	2.8	72.9
	37	1	0.9	0.9	73.8
	38	1	0.9	0.9	74.8
	39	1	0.9	0.9	75.7
	40	3	2.8	2.8	78.5
	41	1	0.9	0.9	79.4
	42	1	0.9	0.9	80.4
	43	1	0.9	0.9	81.3
	45	1	0.9	0.9	82.2
46	2	1.8	1.9	84.1	
47	1	0.9	0.9	85	
48	1	0.9	0.9	86	
50	2	1.8	1.9	87.9	
51	1	0.9	0.9	88.8	
55	1	0.9	0.9	89.7	
56	1	0.9	0.9	90.7	
57	1	0.9	0.9	91.6	
60	2	1.8	1.9	93.5	
64	1	0.9	0.9	94.4	
68	3	2.8	2.8	97.2	
69	1	0.9	0.9	98.1	
70	1	0.9	0.9	99.1	
73	1	0.9	0.9	100	
	Total	107	98.2	100	
Missing System		2	1.8		
Total		109	100		

Highest Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	some HS	2	1.8	1.9	1.9
	HS	5	4.6	4.7	6.5
	some college	13	11.9	12.1	18.7
	Associate degree	12	11.0	11.2	29.9
	BS	42	38.5	39.3	69.2
	MS	33	30.3	30.8	100.0
	Total	107	98.2	100.0	
Missing	System	2	1.8		
Total		109	100.0		

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AA	9	8.3	8.3	8.3
	Hispanic	22	20.2	20.4	28.7
	Southeast Asian	8	7.3	7.4	36.1
	Asian	12	11.0	11.1	47.2
	Middle Eastern	2	1.8	1.9	49.1
	Caucasian	48	44.0	44.4	93.5
	Native Am	1	.9	.9	94.4
	other	6	5.5	5.6	100.0
	Total	108	99.1	100.0	
Missing	System	1	.9		
Total		109	100.0		

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	43	39.4	39.8	39.8
	Female	64	58.7	59.3	99.1
	Transgender	1	.9	.9	100.0
	Total	108	99.1	100.0	
Missing	System	1	.9		
Total		109	100.0		

Times Traveled within the Past Year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	.9	.9	.9
	1	7	6.4	6.5	7.4
	2	20	18.3	18.5	25.9
	3	19	17.4	17.6	43.5
	4	13	11.9	12.0	55.6
	5 and more	48	44.0	44.4	100.0
	Total	108	99.1	100.0	
Missing	System	1	.9		
Total		109	100.0		

Hotels Stayed in During the Past Year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	6	5.5	5.6	5.6
	1	3	2.8	2.8	8.3
	2	30	27.5	27.8	36.1
	3	15	13.8	13.9	50.0
	4	21	19.3	19.4	69.4
	5 and more	33	30.3	30.6	100.0
	Total	108	99.1	100.0	
Missing	System	1	.9		
Total		109	100.0		

Usual Category of Lodging Facility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Economy	37	33.9	34.3	34.3
	Business	52	47.7	48.1	82.4
	Luxury	11	10.1	10.2	92.6
	Hostel	2	1.8	1.9	94.4
	resort	6	5.5	5.6	100.0
	Total	108	99.1	100.0	
Missing	System	1	.9		
Total		109	100.0		

Reliability Tables & Item-Total Statistics

Performance Measure: Reliability

Case Processing Summary		
	N	%
Cases Valid	106	97.2
Excluded	3	2.8
Total	109	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
0.862	3

Positive Attribute Measure: Reliability

Case Processing Summary		
	N	%
Cases Valid	106	97.2
Excluded	3	2.8
Total	109	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
0.911	4

Negative Attribute Measure: Reliability

Case Processing Summary		
	N	%
Cases Valid	105	96.3
Excluded	4	3.7
Total	109	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
0.895	3

Reward Recommendation Measure: Reliability

Case Processing Summary		
	N	%
Cases Valid	105	96.3
Excluded	4	3.7
Total	109	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
0.923	4

Positive Behavior Intention Measure: Reliability

Case Processing Summary		
	N	%
Cases Valid	106	97.2
Excluded	3	2.8
Total	109	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
0.969	5

Sex Role Scales Measure: Reliability

Case Processing Summary		
	N	%
Cases Valid	105	96.3
Excluded	4	3.7
Total	109	100

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
0.916	5

Performance Measure: Item-Total

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Overall, how would y...	12.18	4.015	.587	.950
In your opinion, how likely is it that this employee will advance in the company?	12.08	3.689	.805	.745
Give your assessment of the individual's likelihood of career success:	12.07	3.567	.845	.707

Positive Attribute Measure: Item-Total

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
-1. The Guest Service Manager is competent	12.96	4.875	.841	.871
-2. The Guest Service Manager is productive	13.16	4.726	.766	.897
3. The Guest Service Manager is effective	13.06	5.025	.760	.898
4. The Guest Service Manager is decisive	13.15	4.529	.833	.872

Negative Attribute Measure: Item-Total

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
5. The Guest Service Manager is nasty	3.21	3.033	.815	.833
6. The Guest Service Manager is selfish	3.21	3.110	.883	.787
7. The Guest Service Manager is manipulative	3.01	2.836	.712	.939

Reward Recommendation Attribute Measure: Item-Total

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
1. Salary increase	11.28	6.798	.832	.899
2. Promotion	11.23	6.313	.845	.892
3. High-profile project	11.25	6.380	.806	.906
-4. Bonus pay	11.30	6.291	.813	.904

Positive Behavior Intention Measure: Item-Total

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
1. I would say positive things about this hotel.	23.26	18.444	.925	.960
-2. I would recommend this hotel to others.	23.30	18.460	.935	.959
3. I would encourage others to do business with this hotel.	23.36	18.118	.902	.963
-4. I would consider this hotel to be a top choice.	23.54	17.756	.895	.965
-5. I would do more business with this this hotel.	23.44	17.468	.910	.963

Sex Roles Scale Measure: Item-Total

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
1. A woman's place is in the home, not the office or shop.	8.12	25.879	.787	.897
-2. A wife with a family has no time for outside employment.	8.13	27.021	.807	.894
-3. Employment of wives leads to more juvenile delinquency.	8.06	26.324	.756	.903
-4. It is much better if the man is the achiever outside the home and the woman takes care of the home and family.	7.98	25.307	.839	.886
-5. Women are much happier if they stay home and take care of children.	7.82	26.496	.741	.906

