

Job crafting and organizational citizenship behavior:
Believing in your creative ability to better your job and organization

by

Ryan Irvin

B.S., Kansas State University, 2010

A THESIS

submitted in partial fulfillment of the requirements for the degree

MASTER OF SCIENCE

Department of Hospitality Management
College of Human Ecology

KANSAS STATE UNIVERSITY
Manhattan, Kansas

2017

Approved by:

Major Professor
Jichul Jang

Copyright

© Ryan Irvin 2017.

Abstract

Working as a front line employee in the hospitality industry is not always easy. There can be long working hours, high work demand and many other disadvantages that can lead to increased stress on an employee of the industry. These disadvantages have led to one of the highest turnover rates compared to most other industries (NRA, 2017).

Managers have been looking at possible ways to reduce turnover by giving employees more freedom. In most organizations, the manager implements changes in each employee's job design and roles within the organization. Recent job design has focused on letting the employee develop some of the task they do. This certain type of job redesign is called job crafting. Job crafting is a theoretical concept where an employee is allowed to implement change or redesign certain aspects of their job (Wrzesniewski & Dutton, 2001). According to Wrzesniewski and Dutton (2001), the three main ways that one can craft their job are through changes in work tasks, relationships, and perception of one's job. So the question is, "How does job crafting have a creative impact on front line hospitality employee behavior at work?"

The purpose of this study is to examine whether job crafting is related to creative self-efficacy, which can in turn lead to employee organizational citizenship behaviors. That is, the more employees participate in crafting activities, the more they will believe that they can be creative and follow through with their creative idea, which will lead the employees to having more organization citizenship behavior.

The sample for this study consists of 323 front line employees in the hotel industry. Participants' job crafting, creative self-efficacy and organizational citizenship behaviors were measured. After running the variables through a regression analysis, the results showed a significant positive relation between job crafting and organizational citizenship behavior with

creative self-efficacy as a mediator. From a theoretical perspective, this study contributes to an understanding of organizational citizenship behavior in the hotel context by shedding light on the role of job crafting. Practical implications from this study could encourage managers that are focused on improving organizational citizenship behavior in their hotels to look into promoting job crafting.

Table of Contents

List of Figures	vii
List of Tables	viii
Acknowledgements.....	ix
Chapter 1 - Introduction.....	1
Justification.....	2
Purpose of Study.....	2
Research Questions.....	2
Significance of Study.....	3
Definitions	4
Chapter 2 - Literature Review.....	5
Creative Self-Efficacy.....	7
Organizational Citizenship Behavior (OCB).....	9
Hypothesis Development.....	10
Job crafting and organizational citizenship behavior.....	10
Job crafting and creative self-efficacy	11
Creative self-efficacy and organizational citizenship behaviors (OCB).....	12
The mediating role of creative self-efficacy	12
Chapter 3 - Methodology	14
Sample	14
Instruments.....	14
Job crafting.....	14
Creative self-efficacy	15
Organizational citizenship behavior (OCB).....	15
Demographics	15
Project Approval.....	18
Data Collection Procedure	18
Data Analysis	19
Chapter 4 - Results.....	20
Demographic characteristics of the respondents	20

Job Crafting (JC), Creative Self-Efficacy (CS-E), and OCB	22
Correlation of Variables.....	25
Regression Analysis.....	25
Chapter 5 - Conclusions and Recommendations	29
Conclusions.....	29
Major Findings.....	29
(1) How does job crafting influence the extent of organizational citizenship behavior?	29
(2) How does job crafting influence the extent of creative self-efficacy?	29
(3) How does creative self-efficacy impact the extent of organizational citizenship behaviors?	30
(4) How does creative self-efficacy mediate an employee’s level of OCB based off their level of job crafting?	30
Theoretical Implications	31
Practical Implications	31
Limitations and Future Study	32
References.....	34
Appendix A - Survey	39
Appendix B - IRB Approval Form	53

List of Figures

Figure 2.1 Model Overview	13
Figure 4.1 Final Model	28

List of Tables

3.1 Measurements	15
4.1 Demographics of Participants	21
4.2 Mean, Standard Deviation of Job Crafting, Creative Self-Efficacy and OCB	23
4.3 Reliability Statistics	24
4.4 Correlation Analysis	25
4.5 Regression Model of Job Crafting and OCB	25
4.6 Regression Model of Job Crafting and Creative Self-Efficacy	26
4.7 Regression Model of Creative Self-Efficacy and OCB	27
4.8 Multiple Regression Model of Job Crafting, CS-E and OCB	28

Acknowledgements

Firstly, I would like to thank my advisor Dr. Jichul Jang for all of his immense support and guidance throughout this research project and my academic path. I also would like to thank my committee members Dr. Kristin Malek and Dr. Gyuhyeong Goh for their comments, advice and support in this project. Second, I would like to thank my family and friends for their support through my entire academic career. Without their love and support none of this would have been possible. Last, I would like to thank all the professors and colleagues in the college of Hospitality Management.

Chapter 1 - Introduction

Working as a front line employee in the hotel industry is not always easy. There can be long working hours, high work demand and other disadvantages that can lead to increased stress on an employee of the industry (Blomme, Tromp, & Van Rheede, 2008). These disadvantages have led to one of the highest turnover rates compared to most other industries. In 2016 the average turnover rate for the restaurant and accommodation sector was 72.9%, compared to 46.1% in the private sector (NRA, 2017). Employee turnover can result in multiple financial costs that affect an organization. First, employee turnover may compromise the consistency and quality of customer service, directly damaging revenue and profitability (Bruce & Hinkin, 2008). Second, expenses typically increase as a result of employee turnover, such as spending extra resources looking for new employees and sending them through training (Bruce & Hinkin, 2008).

Employees can be considered an organization's greatest asset and, since they can determine their organizations image and reputation, keeping good employees is important (Chung & Schneider, 2002; Slåtten, Terje, & Mehmetoglu, 2011). In most organizations, the managers design each employee's job and roles within the organization. Recent job design has focused on a new and important bottom-up approach in which employees play an active and proactive role in redesigning and changing aspects of a job that falls within job tasks (Tims & Bakker, 2010; Tims et al., 2012). This type of job redesign is called job crafting. Having the ability to craft aspects of his/her job could better align with an employee's person job fit (Chen, Yen, & Tsai, 2014).

Using a quantitative approach, we examine relationships between job crafting, creative self-efficacy and organizational citizenship behaviors using a sample of front of house hotel employees.

Justification

Job crafting gives an employee a chance to personalize their job. In one hospitality study that looked at job crafting and job engagement, the researchers found that individual job crafting increased job engagement when mediated through that person's job fit (Tims, Bakker & Derks, 2012). Employees who craft and customize their own jobs, instead of relying on supervisor support, are more likely to maintain customer service quality and enhance their job engagement (Chen, Yen, & Tsai, 2014). This shows that job crafting may have a positive impact on a hospitality employee's job performance. Implementing job crafting in one's work could be beneficial not only to employees, but the organizations they work for as well. Unfortunately, there have been limited studies that have looked into job crafting in the hotel industry (Chen, Yen, & Tsai, 2014).

Purpose of Study

The purpose of this study is to examine whether job crafting is related to creative self-efficacy, which can in turn lead to employee organizational citizenship behaviors in the hotel context. That is, the more employees participate in crafting job activities, the more they believe that they can be creative and follow through with their creative idea, which, ultimately, leads employees to having more organization citizenship behavior.

Research Questions

The following research questions are examined for this study:

- (1) How does job crafting influence the extent of organizational citizenship behavior?

- (2) How does job crafting influence the extent of creative self-efficacy?
- (3) How does creative self-efficacy impact the extent of organizational citizenship behaviors?
- (4) How does creative self-efficacy mediate the relationship between an employee's level of job crafting and their level of organizational citizenship behavior?

Significance of Study

This study could help employees and managers in the hospitality industry in a variety of ways. Employees may have trouble seeing their job as having any meaning or worth. This could lead employees to not care about their job and eventually quit when they feel it has served its purpose. The implementation of a crafting program could help bring more meaning to the employee's work and make them feel like what they are doing is making a difference. Second, a crafting program could give employees a sense of accomplishment from following through with an idea that they came up with. Coming up with an idea for work is always a great feeling, but nothing compares to seeing that idea in practice. This experience could give employees more confidence in how they perform their job. For managers, suggesting that employees should start crafting could produce an overall greater performance of the organization itself. Having happier and more productive employees could result in them wanting to work harder for the organization. If employees are willing to go the extra mile for the organization, it increases the chance of running a successful operation. The goal is to see if job crafting could eventually be standard for all workers in the hospitality industry. The hope is that this will open up future research in how job crafting could be important to employees that are working in the hospitality industry.

Definitions

Job crafting (JC): “The physical and cognitive changes individuals make in the task or relational boundaries of their work” (Wrzensiewski & Dutton, 2001, p. 179).

Creative self-efficacy (CS-E): How one believes he or she can generate creative outcomes (Tierney & Farmer, 2002).

Organizational citizenship behavior (OCB): “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988, p. 4).

Chapter 2 - Literature Review

Job crafting (JC) is a theoretical concept where an employee is allowed to implement change or redesign certain aspects of their job (Wrzesniewski & Dutton, 2001). We define job crafting as “the physical and cognitive changes individuals make in the task or relational boundaries of their work” (Wrzesniewski & Dutton, 2001, p. 179). Job crafting can be described as an action and those who undertake this are called job crafters. Every job has a set of assigned tasks within them. These individual tasks as a whole make up the job (Ilgen & Hollenbeck, 1992).

According to Wrzesniewski and Dutton (2001), the three main ways that one can craft their job are through changes in work tasks, relationships, and perception of one’s job. The first way is through changing the tasks that are involved in a job. This could lead one to adding additional tasks, modifying them, or taking task away so that it better reflects their skill set. An example of this would be a hotel worker adding or subtracting duties that may increase or decrease the amount of stressful situations.

Changing relationships at work is the second way to craft a job. One’s interactions with peers or customers can be an important part of work. Increasing the amount of interactions or how one interacts with others can have a positive impact. For instance, a hotel front desk worker that creates a tailored experience for a guest based off their loyalty program information is one way to change interactions. Another could be taking time to help out coworkers or acting as a mentor to new employees.

Changing an employee’s purpose at work is the last way one can job craft. This is the way someone views their job and the aspects about it or how one motivates him or herself to achieve internal goals (Wrzesniewski & Dutton, 2001). A hotel front desk agent could expand

his/her purpose from a person that checks people into rooms to someone that provides a friendly and entertaining experience for guests.

Although JC may sound like job redesigning, it focuses on a smaller scale. As described by Berg and Dutton (2008), JC is about changing certain aspects of a task, but staying within the boundaries of the original job description. Job redesign can be “seen as a process in which the supervisor decides to change something in the job, tasks or roles of the individual” (Tims & Bakker, 2010, p. 1). Organizational citizenship behavior (OCB) may also have a similar feel, but focuses on promoting the effective functioning of the organization (Organ, 1988). This does require some form of autonomy that allows employees to participate in these forms of activities. Crafting can be based on one’s own initiative to make a change or by promotion of a manager.

More in depth research of JC has occurred since its formal defining in 2001. In one study to see if JC was positively related to well-being, it was found that employees who participated in JC increased job resources, which led to an increase in work engagement, job satisfaction, and decreased burnout (Tims, Bakker, & Derks, 2013). This showed that JC had an overall positive effect on one’s well-being (Tims, Bakker, & Derks, 2013). Chen, Yen and Tsai (2014) examined JC in the hotel industry to see if there was any relation to job engagement. Using a mediating effect of person-job fit, which is an association between people and their job characteristics, they looked to show that a positive relationship exists between JC and OCB. Breaking JC into individual and collaborative crafting, they were able to show that individual crafting had a positive relationship with OCB. Shusha (2014) also looked at the relationship between JC and OCB of employees in a medical center. The results from his study concluded there was indeed a positive relationship between JC and OCB.

In 2012, Tims, Bakker, and Derks created the first JC specific measurement scale. Based on JC of the JD-R Model (Job Demands and Resources) (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), they divided it into sections for increasing job resources, increasing challenging job demands, and decreasing hindering job demands. This was done to show that employees could change their levels of resources and job demands in the act of crafting. After looking in-depth into increasing job resources, they split this up into increasing structural and social job resources to help validate internally the scale.

Using the JD-R Model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), Petrou (2012) defined JC behaviors into categories of people seeking resources, seeking challenges or reducing demands. Those who seek resources look to acquire more resources to help accomplish their job. This can include “ask advice from colleagues, feedback on ones job performance or looking for additional learning opportunities” (Petrou et al, 2012, p. 1123). Seeking challenges includes adding tasks or challenges to help keep one busy during the workday. Reducing demands would be taking away tasks that might be challenging or fit ones personality. This is looked at as the negative side of JC, as employees look to avoid or ignore certain tasks.

Creative Self-Efficacy

Tierney and Farmer (2002) defined creative self-efficacy (CS-E) as how one believes he or she can generate a creative outcome. CS-E has been shown to have a strong impact on whether an employee can engage in creative activities (Tierney & Farmer, 2002). This concept was based on the social cognitive theory (Bandura, 1986) that looks at self-efficacy. Self-efficacy looks at a person’s belief that they have the ability to finish or complete a task. Bandura (1982) found that self-efficacy is enhanced from four main points: (1) inactive attainments based on successful “mastery experiences” that raise self-efficacy, (2) vicarious experiences when one

sees people similar succeed, (3) verbal persuasion when someone else makes you believe in yourself, and the (4) physiological state when reading visceral arousal in stressful and taxing situations as an ominous sign of vulnerability to dysfunction. Gong (2009) and Tierney and Farmer (2011) state that employees can “increase engagement in creative behavior when they feel a high level of confidence in their self-efficacy for creativity” (Wang, Tsai & Tsai, 2014, p. 81). Everyone has a certain level of CS-E that is dependent on the type of personality they possess. When looking at the personality of people that have higher CS-E, it can be said that those who achieve a higher openness to experiences and lower neuroticism are a good predictor of CS-E (Karwowski., Lebuda, Wisniewska, & Gralewski, 2013).

Another study that looked at CS-E is Dilliello, Houghton and Dawley (2011), who studied creative support to unlock creativity in organizations. They found that employees with higher CS-E are more likely to mobilize their creative potentials into creative outcomes. Jaisai and Dhar (2015) used CS-E as a moderator between innovative climate and employee creativity. Their results show that CS-E significantly moderated the relationship between innovative climate and employee creativity. Gong, Huang, and Farh (2009) looked at employee creativity and job performance. One of their main points was to see if learning and transformational leadership had an effect on employee creativity CS-E was found to mediate the relationship between the two. What their study showed was that transformational leadership raises independent thinking abilities, which enhances the employee’s creative self-efficacy. A similar study done in the hospitality industry looked at transformational leadership and its effect on creativity (Wang, Tsai, & Tsai, 2013). The study found transformational leadership was positively related to creativity, creative self-efficacy, and creative role identity. The study used creative role identity

and creative self-efficacy to mediate the relation between transformational leadership and creativity. The results showed a greater significant relationship between the two variables.

Once closely related study is by Tierny and Farmer (2011) who looked to see if CS-E and creative performance could be developed over time. The results showed that when CS-E increases, creative performance also increases. However, when the number of requirements for creative jobs went up, CS-E decreased. Coming up with different ways to job craft can take some creative thinking. Based on the results of Tierny and Farmer's (2011) research, if job crafting is an increased creative requirement then it is possible that self-efficacy might decrease.

Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) was originally introduced by Smith, Organ and Near (1983). They looked at how citizenship behavior played an important role in organizations. Organ later popularized the official OCB term (1988) by defining it as, "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p. 4). Five dimensions were found by Organ (1988). Altruism is providing help to other people in need. Conscientiousness means doing more than is minimally required by the organization. Sportsmanship is keeping a positive attitude and not complaining about workplace troubles. Courtesy refers to keeping good communication so interpersonal problems don't occur. Civic virtue is staying involved in the organization, even if isn't required to do so (Organ, 1988). Organ did later redefined OCB after recognizing that some properties were similar from extra role behavior and contextual performance (Organ, 1997). In early OCB research, predictors were the main topic of study. However, there was no validation in how the dimensions related to each other (LePine & Johnson, 2002). LePine and Johnson (2002) were the first to examine if

there was a relationship between the dimensions of OCB. What they found is that the relationship between the dimensions was strong, as well as that each dimension was equally related to previous predictors.

With all the positive aspects of OCB, there is a dark side. In commentary by Bolino (2013), he states that researches have started to explore ways OCB can have a negative impact on one's professional career, group or team. Although no study was conducted along with this comment, Bolino suggested that future research needs to head in this direction. In a research study later conducted by Bolino and colleagues (2015), OCB was found to cause citizenship fatigue for some employees. They state that "organizations that continually encourage employees to go beyond the call of duty should be aware that while this may work in the short run, employees may eventually deplete the resources needed to achieve both high levels of task performance and OCB" (Bolino, Hsiung, Harvey, & Lepine, 2015, p. 67).

Specific to hospitality industry, Ma, Qu, Wilson, and Eastman (2013) looked at the gap in OCB measurements in the case for hospitality employees. They proposed a new three-dimensional system that looks at behaviors towards customers. This new model breaks OCB down into OCB-O (organization), OCB-I (individual employees) and OCB-C (customer and services). This added to William and Anderson's (1991) model of splitting OCB into two distinct categories of individual (OCB-I) and organizational (OCB-O). This expanded model was shown to be a better method to test OCB in the hospitality industry.

Hypothesis Development

Job crafting and organizational citizenship behavior

Job crafting (JC) involves employees changing certain aspects of the way they operate, interact with other employees, and how they think about their job. Thinking of this positively,

these actions could help an employee perform better and enjoy work more. Organization citizenship behavior (OCB) includes actions that are not normally rewarded, but still benefit the organization. Both of concepts can increase the performance of the employee. As found by Chen, Yen, and Tsai (2014), there is a direct relationship between JC and OCB. A non-hospitality related study recently published by Vogel, Rodell and Lynch (2016) found that self-ratings of JC have positive impacts on supervisor-ratings of OCB in medical center staff. From these studies, we can see that there was a positive relationship found between these two variables. As a result, this study hypothesizes a positive relationship between JC and OCB in the hospitality industry.

H1: Job crafting is positively related to organizational citizenship behavior.

Job crafting and creative self-efficacy

Coming up with ideas of what to craft could be challenging. It is possible that the more employees are involved in crafting activities, the more they will believe that they can come up with creative new ideas or task and execute them. According to the Job-Demands and Resource model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), employees can craft based on their resources (Tim, Bakker, & Derks, 2012). If the employee has more job resources, then it may be easier for them to craft. Tierny and Farmer (2011) suggest that creative self-efficacy can be developed over time. If an employee continues to believe that they can come up with JC activities, it could possibly have an impact on their level of creative self-efficacy (CS-E). Therefore an increase in JC could increase an employee's CS-E, which leads to the following hypothesis:

H2: Job crafting is positively related to creative self-efficacy.

Creative self-efficacy and organizational citizenship behaviors (OCB)

There are no known studies that link creative self-efficacy to OCB, although there are multiple studies that look at self-efficacy and OCB. Bogler and Somech (2004) describe that when teachers have higher levels of self-efficacy, they have a better chance of exhibiting positive organizational behaviors. Another study that examined emotional intelligence, self-efficacy and OCB in teachers. They found that there was a positive relationship between self-efficacy and performance (Cohen & Abedallah, 2015). Even though creativity was not analyzed, it can be hypothesized that CS-E holds the same results. If an employee comes up with a creative idea that increases one of the three OCB categories (OCB-O, OCB-I, OCB-C) (Ma, Qu, Wilson, & Eastman, 2013), then it could increase their OCB. That being said, this study will test the relationship to see if CS-E has the same positive effect on OCB.

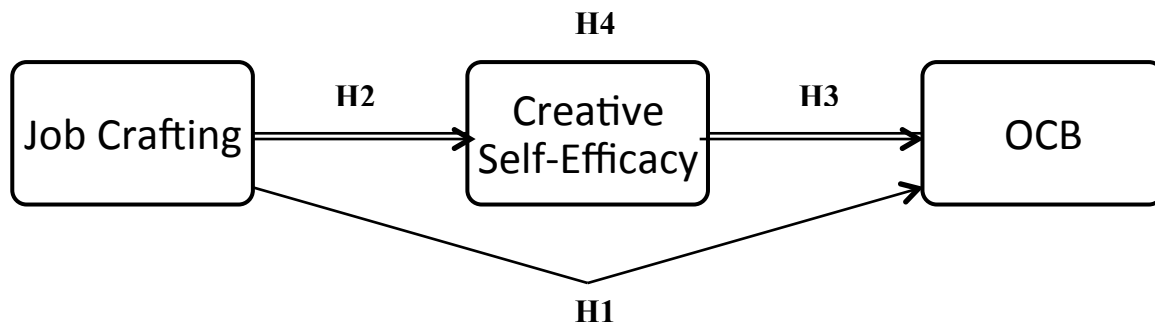
H3: Creative self-efficacy is positively related to organizational citizenship behavior.

The mediating role of creative self-efficacy

It has already been found by Chen, Yen, and Tsai (2014) that there is a significant relationship between JC and OCB. They state that there is potential to increase that relationship with other mediators, which could include CS-E. There is no guide for employees to use when they are crafting aspects of their job. They have to creatively think of ways that they can implement crafting into their roles. If the employees want to implement them, they have to believe that they can generate creative ideas. This is also supported by Tim, Bakker, and Derks (2012) study of employees crafting based on their resource, with creative self-efficacy being the resource. Therefore this study hypothesizes CS-E as a mediating factor in the relationship between JC and OCB. Specific hypothesis outline and diagram is presented in figure 2.1

H4: Creative self-efficacy significantly mediates the relationship between job crafting and organizational citizenship behavior.

Figure 2.1 Model Overview



Chapter 3 - Methodology

Sample

The sample for this study consists of front line hotel employees. There are certain requirements each participant must meet before participating. Employees participating must be over the age of 18, currently employed by a hotel in the United States, and be employed in a front of house position. Front of house positions in the hotel industry include employees working at the front desk, bellman or concierge. These positions directly interact with guest. A purposive sampling method was used so only certain employees that meet the requirements of the study may participate. This method allows for an in-depth look at how job crafting can specifically affect front of house employees in the hotel industry.

Instruments

This study was completed using an online-based survey. Based on a review of the literature, previous reliable and validated scales were used to measure each construct. Scales were measured on a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). There were four sections in the survey to include job crafting, creative self-efficacy, organizational citizenship behaviors and demographic information. In the following sections, the scales for each variable are presented.

Job crafting

Job crafting was measured with ten items adopted from Tims, Bakker and Derks (2012). This scale included four dimensions; (1) increasing structural job resources, (2) increasing social job resources, (3) increasing challenging job demands and (4) reducing hindering job demand.

These items are shown in Table 3.1.

Creative self-efficacy

Creative self-efficacy was measured with Tierney and Farmers (2002) four-item instrument.

This scale measures the level that employees believe they have to be at to add a creative aspect to their work. These items are shown in Table 3.1.

Organizational citizenship behavior (OCB)

OCB was measured with the 22 item scale used by Ma, Qu, Wilson, and Eastman (2013). This measures three levels of employee’s OCB. OCB-Organization (OCB-O) consists of organization questions, OCB-Individual (OCB-I) consists of questions about the individual and OCB-Customer (OCB-C) asks questions about interactions with guest. These items are shown in Table 3.1.

Demographics

Basic demographic and workplace questions were placed at the end of the survey. These items are listed in Table 3.1.

Table 3.1 Measurements

Constructs	Measures	Numbers
Job Crafting	1. I have asked others for feedback on my job performance.	10 items
	2. I have asked colleagues for advice.	
	3. I have asked my supervisor for advice.	
	4. I have tried to learn new things at work.	
	5. I have asked for more tasks if I finish my work.	
	6. I have asked for more responsibilities.	
	7. I have asked for more jobs.	
	8. I have tried to ensure that my work is emotionally less intense.	
	9. I have made sure that my work is mentally less intense.	
	10. I have tried to ensure that my work is physically less	

	intense.	
Creative Self-Efficacy	<ol style="list-style-type: none"> 1. I will be able to achieve most of the goals that I have set for myself in a creative way. 2. I believe I can succeed to most any creative endeavor to which I set my mind. 3. I am confident that I can perform creatively on many different tasks. 4. When facing difficult tasks, I am certain that I will accomplish them creatively. 	4 items
OCB	<ol style="list-style-type: none"> 1. I will give advance notice if I cannot come to work. 2. My attendance at work is above the required level. 3. I take fewer breaks than I deserve. 4. I do not complain about unimportant things at work. 5. I follow informal rules in order to maintain order. 6. I protect our hotel's property. 7. I say good things about our hotel when talking with outsiders. 8. I promote the hotel's products and services actively. 9. I help my coworkers when their workload is heavy. 10. I help my coworkers who have been absent to finish their work. 11. I take time to listen to my coworkers' problems and worries. 12. I go out of my way to help new coworkers. 13. I take personal interest in my coworkers. 14. I pass along notices and news to my coworkers. 15. I always have a positive attitude at work. 16. I am always exceptionally courteous and respectful to customers. 17. I follow customer service guidelines with extreme care. 18. I respond to customer requests and problems in a timely manner. 19. I perform duties with very few mistakes. 20. I conscientiously promote products and services to customers. 	22 items

21. I contribute many ideas for customer promotions and communications.

22. I make constructive suggestions for service improvement.

Demographics	1. What gender do you identify as?	
	2. What ethnicity do you identify as?	
	3. How old are you?	
	4. Your marital status?	
	5. What kind of company are you employed in?	
	6. What hotel are you employed at?	11 items
	7. How many months have you been working at your current hotel?	
	8. How many months have you been working in the hospitality industry?	
	9. What is your primary role in your current job?	
	10. What is your employment status?	
	11. What is your education level?	

Project Approval

Approval from the Kansas State IRB was obtained before any data was collected. The IRB approval letter can be found in the Appendix.

Data Collection Procedure

A questionnaire was posted and sent out to participants using Amazon M-Turk. Amazon M-Turk is a crowd-sourcing tool that allows individuals to create questionnaires to send out to groups of people that are signed up to participate in Amazon M-Turk. At the beginning of the questionnaire, there were three screening questions to make sure only the desired sample was selected to participate. “Are you at least 18 years of age”, “Are you currently employed by a hotel in the United States of America” and “Are you currently working as a front line employee”. These are set in place to eliminate any participants that don’t fit the requirements of the study. Once selected to participate, the sample moved on to a series of questions about job crafting, creative self-efficacy and OCB. To finish the survey, participants were asked to answer demographic questions. Once the participant completed the survey, they were compensated for their time by Amazon M-Turk. Funding was provided by personal funds from the advisor of this research project.

Before the study survey was distributed, a pilot study was conducted to test the validity of the instrument. During the pilot test, 55 surveys were sent using Amazon M-Turk. Out of the 55 surveys, only 25 surveys were filled out completely for a response rate of 45.45%. The results of the pilot test showed that there were no problems with the questions used.

Data Analysis

SPSS was the statistical software used to run data analysis for this study. Scale question used a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Demographic questions included both numerical and categorical answers.

The data were reviewed to see if there were any survey responses that needed to be removed. This would include any surveys that were not complete or answered in a straight line (all questions answered as 1 or 7). With the use of SPSS, we conducted descriptive analysis to determine who participated in the study and overall mean score for JC, CS-E and OCB.

With these mean scores, the correlations among the variables studied were tested to see if there was any relationship between constructs. Finally we ran a regression analysis to test the hypothesized relationships.

Chapter 4 - Results

A total of 812 participants accessed the survey. Based on the first screening question, “Are you at least 18 years of age” three participants were eliminated. The next screening question, “Are you currently employed by a hotel in the United States of America” eliminated another 240 participants. The final screening questions “are you currently working as a front line employee” eliminated an additional 188 participants from the study. After all screening questions were answered a total of 381 participants remained from this group. Another 81 participants would be removed due to incomplete surveys. Answers were then reviewed and two more surveys were removed. One due to every answer being the same (selected 1 for every answer) and one due to age of participant being set to two, leaving a total of 298 useable surveys. Although there are researchers that do not recommend adding the pilot data into the main sample (Van Teijlingen & Hundley, 2001), since no changes were made to the instrument and the exact same methodology was utilized, these 25 surveys were also included. Therefore, the total sample size included for analysis was 323.

Demographic characteristics of the respondents

The demographics of the sample are listed in Table 4.1. The mean age of the participants was 29.99 with the minimum being 19 years and the oldest being 65. There were 223 (69.0%) males compared to 100 (31.0%) females that took the survey. The majority of the participants identified as White (43.7%), followed by Asian (36.2%) and then American Indian/Alaska Native (11.1%). A majority of the participants were single (49.5%) or married (46.1%). Upper Mid-Scale hotels, which include name brands such as Holiday Inn, Hampton Inn and Comfort Inn, had the most participants out of the six categories (26.9%). This category is considered to

have the most hotels in it. Most of the employees (78.3%) identified as being full-time and 147 (45.6%) have a 4-year degree.

Table 4.1 Demographics of Participants (N = 322)

Characteristic	n	%	Characteristic	n	%
Gender			Company Employment		
Male	223	69.0	Luxury	48	14.9
Female	100	31.0	Upper Upscale	58	18.0
Age			Upper Scale	59	18.3
18-24 years	49	15.2	Upper Midscale	87	26.9
25-34 years	210	65.0	Midscale	55	17.0
35-44 years	53	16.4	Economy	16	4.9
45-54 years	6	1.9	Education		
55-65 years	5	1.5	Less than high school	0	0
Ethnicity			High school graduate	22	6.8
White	141	43.7	Some college	54	16.7
African American	22	6.8	2 year degree	43	13.3
American Indian	36	11.1	4 year degree	147	45.6
Asian	117	36.2	Professional degree	56	17.3
Pacific Islander	3	1	Doctorate	1	0.3
Other	4	1.2	Employment Status		
Marital Status			Full Time (> 30 hrs/week)	253	78.3
Single	160	49.5	Part Time (< 30 hrs/week)	68	21.1
Married	149	46.1	Intern	2	0.6
Divorced	5	1.6	Hotel Tenure		
Widowed	0	0	Less than 7 months	55	17.0
Partnership	9	2.8	7-12 months	81	25.1
			1-2 years	101	31.3
			2-4 years	65	20.1
			More than 4 years	21	6.5

Job Crafting (JC), Creative Self-Efficacy (CS-E), and OCB

The mean and standard deviation of the variables are presented in Table 4.2. JC, CS-E and OCB were all measured with a seven point Likert scale, ranging from (1) *strongly disagree* to (7) *strongly agree*. The composite mean score for JC was high with a mean score of 5.32 and a standard deviation of 1.26. Mean scores ranged from 5.82 to the lowest of 4.91, with the highest being “Today, I have tried to learn new things at work” (SD = 1.07) and the lowest being “I have tried to ensure that my work is physically less intense” (SD = 1.47).

CS-E had a high composite mean score of 5.57 and a standard deviation of 1.09. Mean scores ranged from 5.63 to the lowest of 5.48, with the highest being “Today, I am confident that I can perform creatively on many different tasks” (SD = 1.04) and the lowest being “Today, I believe I can succeed to most any creative endeavor to which I set my mind” (SD = 1.20). All questions averaged a mean score greater than 5.40.

OCB had a high composite mean score of (5.56) and a standard deviation of (1.19). Mean scores ranged from (5.82) to the lowest of (4.91), with the highest being “Today, I will give advance notice if I cannot come to work” (SD = 1.20) and the lowest being “Today, I take fewer breaks than I deserve.” (SD = 1.47).

A reliability test was used to determine if the variables used were reliable (Table 4.3). JC produced a Cronbach’s Alpha of 0.784, CS-E at 0.810 and OCB at 0.935. All of the variables Cronbach’s Alpha values were greater then 0.7, which makes all variables in this study reliable (Gliem, & Gliem, 2003).

Table 4.2 Mean, Standard Deviation of Job Crafting, Creative Self-Efficacy and OCB (N = 323)

<i>Job Crafting</i>	Mean	SD
I have tried to ensure that my work is physically less intense.	4.91	1.49
I have made sure that my work is mentally less intense.	4.95	1.40
I have tried to ensure that my work is emotionally less intense.	4.99	1.37
I have asked for more jobs.	5.08	1.32
I have asked for more responsibilities.	5.40	1.19
I have asked others for feedback on my job performance.	5.43	1.18
I have asked for more tasks if I finish my work.	5.43	1.21
I have asked colleagues for advice.	5.51	1.22
I have asked my supervisor for advice.	5.64	1.10
I have tried to learn new things at work.	5.82	1.07
<hr/>		
<i>Creative Self-Efficacy</i>		
I believe I can succeed to most any creative endeavor to which I set my mind.	5.48	1.20
When facing difficult tasks, I am certain that I will accomplish them creatively.	5.54	1.12
I will be able to achieve most of the goals that I have set for myself in a creative way.	5.62	1.00
I am confident that I can perform creatively on many different tasks.	5.63	1.04
<hr/>		
<i>Organizational Citizenship Behavior</i>		
I take fewer breaks than I deserve.	4.91	1.47
I do not complain about unimportant things at work.	5.21	1.35
I follow informal rules in order to maintain order.	5.32	1.36
I take personal interest in my coworkers.	5.41	1.25

I go out of my way to help new coworkers.	5.49	1.27
I perform duties with very few mistakes.	5.49	1.15
I take time to listen to my coworkers' problems and worries.	5.50	1.24
I promote the hotel's products and services actively.	5.56	1.24
I contribute many ideas for customer promotions and communications.	5.56	1.19
I make constructive suggestions for service improvement.	5.56	1.21
I pass along notices and news to my coworkers.	5.58	1.03
I say good things about our hotel when talking with outsiders.	5.60	1.19
I help my coworkers who have been absent to finish their work.	5.60	1.10
I conscientiously promote products and services to customers.	5.61	1.13
My attendance at work is above the required level.	5.62	1.28
I always have a positive attitude at work.	5.66	1.18
I help my coworkers when their workload is heavy.	5.68	1.08
I respond to customer requests and problems in a timely manner.	5.73	1.11
I follow customer service guidelines with extreme care.	5.76	1.08
I am always exceptionally courteous and respectful to customers.	5.78	1.08
I protect our hotel's property.	5.81	1.03
I will give advance notice if I cannot come to work.	5.82	1.20

Note: M=mean, SD= Standard deviation

Table 4.3 Reliability Statistics

	Cronbach's Alpha	Number of Items
Job Crafting	.784	10
Creative Self-Efficacy	.810	4
OCB	.935	22

Correlation of Variables

A Pearson Correlation of the variables is shown in Table 4.4. Results suggest that the relationship between all the variables show a significant positive correlation. Correlations between JC and CS-E ($r = 0.638$), CS-E and OCB ($r = .758$) and JC and OCB ($r = .741$) were positive. OCB was measured with the scale that was created by Ma, Qu, Wilson, & Eastman, (2013).

Table 4.4 Correlation Analysis

	1	2	3
1. Job Crafting			
2. Creative Self-Efficacy	.638**		
3. OCB	.741**	.758**	

Note: *** $p < 0.001$ ** $p < 0.01$ * $p < 0.05$; OCB: Organizational citizenship behavior

Regression Analysis

To determine whether JC predicted CS-E and OCB (Table 4.5), a regression analysis was used. Hypothesis 1 proposed that JC is positively related to a hotel employee's level of OCB. Our finding shows that the relationship between JC and OCB was statistically significant ($p = 0.001$, $B = 0.713$). The adjusted R^2 between JC and OCB was 50.7%. This represents that 50.7% of the variance in OCB was explained of JC. Thus, hypothesis 1 was supported.

Table 4.5 Regression Model of Job Crafting and OCB

Sum of Squares	<i>df</i>	Mean Square	<i>F</i>
----------------	-----------	-------------	----------

Regression	83.314	1	83.314	331.778***
Residual	80.607	321	.251	
Total	163.921	322		

Model	Beta	T	Significance
(Constant)		6.923	.000
Job Crafting	.713	18.215	.000

Note: ***P<0.001; *IV: Job Crafting; DV: OCB

Hypothesis 2 proposed that there was a positive relationship between JC and a hotel employee's level of CS-E. The results show that the relationship between JC and CS-E (Table 4.6) was statistically significant ($p = 0.001$, $B = 0.691$). The adjusted R^2 between JC and CS-E was 36.2%. This shows that 36.2% of the variance in CS-E was explained by JC. As a result, hypothesis 2 was also supported.

Table 4.6 Regression Model of Job Crafting and Creative Self-Efficacy

	Sum of Squares	<i>df</i>	Mean Square	<i>F</i>
Regression	107.392	2	53.696	303.965
Residual	56.529	320	.177	
Total	163.921	322		

Model	Beta	T	Significance
(Constant)		6.270	.000
Job Crafting	.603	13.548	.000

Note: ***p<0.001; IV: Job Crafting; DV: CS-E

Hypothesis 3 proposed that JC was positively related to a hotel employee's level of OCB. Our results show that the relationship between CS-E and OCB (Table 4.7) was statistically significant ($p = 0.001$, $B = 0.603$). The adjusted R^2 between JC and OCB was 54%. This shows that 54% of the variance in OCB is explained by JC. Thus, hypothesis 3 was supported. These results show promise, as there is no current research that looks at CS-E as a predictor of OCB.

Table 4.7 Regression Model of Creative Self-Efficacy and OCB

	Sum of Squares	<i>df</i>	Mean Square	<i>F</i>
Regression	88.907	1	88.907	183.558
Residual	155.478	321	.484	
Total	244.385	322		

Model	Beta	T	Significance
(Constant)		9.905	.000
Creative Self-Efficacy	.738	19.461	.000

Note: *** $p < 0.001$; IV: CS-E; DV: OCB

According to Baron and Kenny (1986), a partial mediating relationship can be achieved if the following three criteria are met: (a) the direct effect from JC (independent variable) to OCB (dependent variable) (H1) is significant; (b) paths from JC (independent variable) to CS-E (mediators) (H2) and paths from CS-E to OCB (dependent variable) (H3) are significant; (c) the direct path from JC to OCB is reduced in absolute size but is still statistically significant when the mediator is introduced.

In this study, the results show that the direct path from JC to OCB was significant. Significant paths from JC to CS-E, and paths from CS-E and OCB were found. When the

mediator (CS-E) was included, the direct relationship between JC and OCB was still significant, but the strength between JC and OCB was reduced. Thus, H4 which proposed that CS-E mediates the relation between JC and OCB was supported. The result regarding the mediating role of CS-E is shown in Table 4.8. Figure 4.1 shows the overall results of the regression analysis.

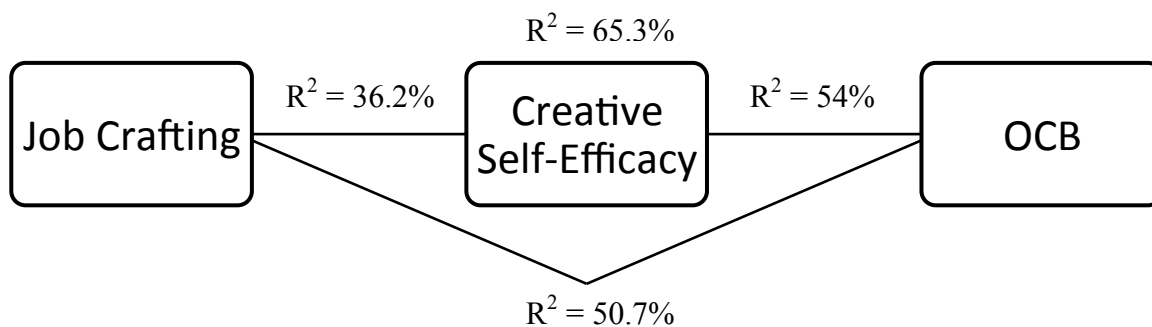
Table 4.8 Multiple Regression Model of Job Crafting, CS-E and OCB

	Sum of Squares	df	Mean Square	F
Regression	88.724	1	88.724	378.740
Residual	75.198	321	.234	
Total	163.921	322		

Model	Beta	T	Significance
(Constant)		3.934	.000
Job Crafting	.423	10.280	.000
Creative Self-Efficacy	.481	11.675	.000

Note: ***p<0.001; IV: CS-E, JC; DV: OCB

Figure 4.1 Final Model



Chapter 5 - Conclusions and Recommendations

Conclusions

The purpose of this study was to examine whether job crafting is related to creative self-efficacy, which can in-turn lead to employee organizational citizenship behavior. That is, the more employees participate in crafting activities, the more they believe that they can be creative and follow through with their creative idea, leading employees to exhibit more organization citizenship behavior. Major findings discuss the research questions and show the results from the study. Recommendations are provided for both hotel employees and managers. Study limitations and recommendations for futures research finish off this chapter.

Major Findings

(1) How does job crafting influence the extent of organizational citizenship behavior?

There was a significant positive relationship between JC and OCB ($F = 331.78$, $p = 0.001$, $B = 0.713$). When hotel employees are actively crafting tasks to improve their work conditions on a physical, relationship or cognitive level, they are looking to make their work life better. These results suggest hotel employees who experience a higher level of job crafting are more likely to exhibit higher levels of OCB. Employees that tailor their work to fit them personally can use the best of their abilities to accomplish their overall job. This allows the employee to produce better results for the organization they work for.

(2) How does job crafting influence the extent of creative self-efficacy?

Hotel employees that engage in job crafting are more likely to believe in their ability to create creative tasks ($F = 303.97$, $p = 0.001$, $B = 0.691$). With these results, it was found that job crafting has a positive relationship with creative self-efficacy. Generating JC tasks for ones job

may be tough for certain individuals. In addition to generating new tasks, it may be hard to follow through with their creative work idea. If a hotel employee is constantly implementing new crafting activities, then over time it may increase their confidence to create new tasks and complete them.

(3) How does creative self-efficacy impact the extent of organizational citizenship behaviors?

Creative self-efficacy has a positive impact on a hotel employee's level of OCB ($F = 183.56, p = 0.001, B = 0.738$). Front of house hotel employees that have a higher ability to create and finish creative tasks could be able to lead those creative ideas, helping the hotel they work for. If an employee is being creative in any aspect of their job, they are looking to make an improvement. Whether this improvement is for him, herself or how the hotel tasks are operated, this improvement has a chance to have a positive impact on the organization.

(4) How does creative self-efficacy mediate an employee's level of OCB based off their level of job crafting?

Creative self-efficacy has a positive mediation between JC and OCB. If front of house hotel employees implement crafting into their job, there is a significant chance that it can have a positive increase in levels of OCB. Adding CS-E only increases that relationship. This means that employees who have a greater confidence in their ability to accomplish creative tasks, in this case JC, then in theory they will be more apt to craft activities. Therefore, this will lead the employees to find new creative ways to help or improve the organization they work for. Even if it is only a small increase, the relationship between JC and OCB is strengthened. Therefore, employees who craft their job and believe that they can follow through with creative crafting will have a greater chance of exhibiting a positive OCB.

Theoretical Implications

This study adds to the existing literature examining JC and OCB. Previous studies have shown JC having a positive relationship to their OCB (Chen, Yen & Tsai 2014; Shusha, 2014). The results of this study help strengthen this research between JC and OCB in hotel employees. Although other studies look at the same relationship, this is the only study that looks the relationship between JC and OCB with CS-E as a mediator in the hotel industry. Chen, Yen and Tsai (2014) used a mediator to help strength the relationship between JC and OCB, but used Person Job-Fit instead. As the results show CS-E can mediate the relationship between JC OCB, which fulfills Chen, Yen and Tsai (2014) call to look for other mediators.

In addition, this is the only study that examines the connection between CS-E and OCB, with the results from this study showing a positive significant relationship between the two variables. As an important variable in this study, there is no known research examining how CS-E and OCB are related. Hopefully this will serve as foundational research to help determine if there is indeed a positive relationship between these variables. Based on this and previous studies, it can be suggested that front of house hotel employees who participate in crafting their job will have a greater chance of exhibiting more positive behaviors towards the hotel that they work for.

Practical Implications

Based on the results of this study, managers that are focused on improving OCB in their hotels should promote JC. When looking at the three categories of OCB (organizational, individual and customer) there are multiple ways employees can improve a hotel. Organizationally, employees could improve hotel procedures or look to change the efficacy on

how certain tasks are done. Individually, employees could change their performance or re-examine how they perceive their job. Customer-wise, employees could look how to better deal with customers during different situations. All these things can be affected by how an employee crafts his or her job.

If not promoted by managers, employees should take an initiative to focus on their OCB by way of JC as well. By creating tasks that fit them personally, it could have a positive effect on one's wellbeing (Tims, Bakker, & Derks, 2013) and keep them engaged in their work (Chen, Yen & Tsai, 2014). Employees that are engaged in their job may see an increase in job satisfaction and organizational commitment and a decrease in intentions to quit (Saks, 2006). Crafting could help entice someone to remain at his or her place of employment longer. With the high turnover in the industry, this would be beneficial to an organization, as they would not be spending as much money looking for and training new employees.

Limitations and Future Study

Future research should use a different source for collecting data as this study utilized the relevant sample through M-Turk. Amazon M-Turk is a great way to collect data, but the participants' scoring consistently on the positive side could call some researchers to question the data quality. There is a chance that the cause for such positive scores was due to participants answering in a socially desirable way. Termed as socially desired response (Paulhus, 2002), this is where participants answer in an overly positive way about themselves. Participants may want to feel good about himself or herself as a person, which can lead to over-exaggerating on answers to make them appear better than they actually are. With screening questions in place, there is still a chance that a participant who was not a front of the house hotel employee navigated through the screening questions and accessed the rest of the survey. Additionally, due

to the nature of the purposive sampling method, if this study were to be tested again it could produce conflicting results. A different sampling method would be suggested if this study was to be run again.

Future research in this area should consider a qualitative study in this area. A qualitative approach would give researchers a more insightful perspective on how hotel employees are using crafting in their job. If managers were to set up programs for their hotels, this would help to know what has been successful for other hotels. It would also be interesting to see if employees' turnover intention and career success changed if they started implementing crafting into their job. Adding on to that, it is recommended that future research conduct a longitudinal study to help fully predict JC and OCB and to see if a cross-cultural sample changed the results.

One area that needs to be investigated more is the relationship between CS-E and OCB. With the findings of this study hinting at a relationship between CS-E and OCB; it opens up new research topics that have not been explored. As stated before, there are no major studies that look at CS-E as a predictor of OCB. Being creative in ones job can be an important factor to the business he or she works for.

References

- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.
- Bandura, A. (1982). Self-efficacy mechanism in human agency. *American Psychologist*, 37(2), 122-147.
- Bandura, A. (1986). The explanatory and predictive scope of self-efficacy theory. *Journal of Social and Clinical Psychology*, 4(3), 359-373.
- Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2008). What is job crafting and why does it matter. Retrieved from the website of Positive Organizational Scholarship on April, 15, 2011.
- Blomme, R. J., Tromp, D. M., & Van Rheede, A. (2008). Predictors of turnover intentions of highly educated employees in the hospitality industry. In *Advances in hospitality and leisure* (pp. 3-28). Emerald Group Publishing Limited.
- Bogler, R., & Somech, A. (2004). Influence of teacher empowerment on teachers' organizational commitment, professional commitment and organizational citizenship behavior in schools. *Teaching and Teacher Education*, 20(3), 277-289.
- Bolino, M. C., Hsiung, H. H., Harvey, J., & LePine, J. A. (2015). “Well, I’m tired of tryin’!” Organizational citizenship behavior and citizenship fatigue. *Journal of Applied Psychology*, 100(1), 56-74.
- Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior*, 34(4), 542-559.
- Bryk, A. S., & Raudenbush, S. W. (1992). Hierarchical linear models: Applications and data analysis methods. *Newbury Park*.
- Chen, C. Y., Yen, C. H., & Tsai, F. C. (2014). Job crafting and job engagement: The mediating role of person-job fit. *International Journal of Hospitality Management*, 37, 21-28.

- Chung, B. G., & Schneider, B. (2002). Serving multiple masters: Role conflict experienced by service employees. *Journal of Services Marketing*, 16(1), 70-87.
- Cohen, A., & Abedallah, M. (2015). The mediating role of burnout on the relationship of emotional intelligence and self-efficacy with OCB and performance. *Management Research Review*, 38(1), 2-28.
- Cotton, J. L., & Tuttle, J. M. (1986). Employee turnover: A meta-analysis and review with implications for research. *Academy of Management Review*, 11(1), 55-70.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied psychology*, 86(3), 499-512.
- Diliello, T. C., Houghton, J. D., & Dawley, D. (2011). Narrowing the creativity gap: The moderating effects of perceived support for creativity. *The Journal of Psychology*, 145(3), 151-172.
- Gliem, J. A., & Gliem, R. R. (2003). Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales. Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education.
- Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal*, 52(4), 765-778.
- Hofmann, D. A., & Gavin, M. B. (1998). Centering decisions in hierarchical linear models: Implications for research in organizations. *Journal of Management*, 24(5), 623-641.
- Jaiswal, N. K., & Dhar, R. L. (2015). Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel study. *International Journal of Hospitality Management*, 51, 30-41.
- Jang, J., & George, R. T. (2012). Understanding the influence of polychronicity on job satisfaction and turnover intention: A study of non-supervisory hotel employees. *International Journal of Hospitality Management*, 31(2), 588-595.

- Karwowski, M., Lebuda, I., Wisniewska, E., & Gralewski, J. (2013). Big Five Personality Traits as the Predictors of Creative Self-Efficacy and Creative Personal Identity: Does Gender Matter?. *The Journal of Creative Behavior*, 47(3), 215-232.
- LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52-65.
- Igen, D. R., & Hollenbeck, J. R. (1992). The structure of work: Job design and roles. In M. Dunnette & L. Hough (Eds.), *Handbook of industrial & organizational psychology* (pp. 165–207). Palo Alto, CA: Consulting Psychologists Press
- Ma, E., Qu, H., Wilson, M., & Eastman, K. (2013). Modeling OCB for hotels: Don't forget the customers. *Cornell Hospitality Quarterly*, 54(3), 308-317.
- NRA (2017, March 16). Hospitality employee turnover rate edged higher in 2016. Retrieved July 12, 2017, from <http://www.restaurant.org/News-Research/News/Hospitality-employee-turnover-rate-edged-higher-in>
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10(2), 85-97.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/DC Heath and Com.
- Paulhus, D. L. (2002). Socially desirable responding: The evolution of a construct. *The role of constructs in psychological and educational measurement*, 49-69.
- Petrou, P., Demerouti, E., Peeters, M. C., Schaufeli, W. B., & Hetland, J. (2012). Crafting a job on a daily basis: Contextual correlates and the link to work engagement. *Journal of Organizational Behavior*, 33(8), 1120-1141.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.
- Shusha, A. (2014). The effects of job crafting on organizational citizenship behavior: Evidence from Egyptian medical centers. *International Business Research*, 7(6), 140.

- Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. *Managing Service Quality: An International Journal*, 21(1), 88-107.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68(4), 653.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of management journal*, 53(3), 617-635.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293.
- Tierney, P., & Farmer, S. M. (2002). Creative self-efficacy: Its potential antecedents and relationship to creative performance. *Academy of Management Journal*, 45(6), 1137-1148.
- Tierney, P., & Farmer, S. M. (2011). Creative self-efficacy development and creative performance over time. *Journal of Applied Psychology*, 96(2), 277-293.
- Tims, M., & Bakker, A. B. (2010). Job crafting: Towards a new model of individual job redesign. *SA Journal of Industrial Psychology*, 36(2), 1-9.
- Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, 80(1), 173-186.
- Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, 18(2), 230-240.
- Tracey, J. B., & Hinkin, T. R. (2008). Contextual factors and cost profiles associated with employee turnover. *Cornell Hospitality Quarterly*, 49(1), 12-27.
- Van Teijlingen, E. R., & Hundley, V. (2001). The importance of pilot studies.
- Vogel, R. M., Rodell, J. B., & Lynch, J. W. (2016). Engaged and productive misfits: How job crafting and leisure activity mitigate the negative effects of value incongruence. *Academy of Management Journal*, 59(5), 1561-1584.

- Wang, C. J., Tsai, H. T., & Tsai, M. T. (2014). Linking transformational leadership and employee creativity in the hospitality industry: The influences of creative role identity, creative self-efficacy, and job complexity. *Tourism Management, 40*, 79-89.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management, 17*(3), 601-617.
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review, 26*(2), 179-201.

Appendix A - Survey

Greetings!

As graduate student in the Department of Hospitality Management at Kansas State University, I am conducting my thesis focusing on job improvement in the hospitality industry.

Since you are an important employee of this hotel, I am requesting your involvement in this study by completing this survey online. The time expected to complete this survey is approximately 10 minutes

There are no foreseeable risks involved in this study. Your participation in this project is encouraged but is entirely voluntary and is not required by your employer. Your responses will strictly be confidential and no one's survey will be shown to your supervisors. Only the principal investigator will see your survey. To help ensure confidentiality please do not write your name on the survey.

The results of this study will help the researchers to refine the questionnaire that will be used in the project to improve work in the hospitality industry. 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. A summary of results will be available at K-state Research Exchange (<http://krex.k-state.edu/dspace/>) when the study is finalized. Further participants will be asked to leave their e-mail if they are interested in the results of this study.

Please feel free to contact me at irv866@ksu.edu or should you have any questions.

To finish requirements for my master's degree, your participation is very important to me and I value your opinion. Thank you for taking your time to fill out this survey. You may keep this letter for your record.

Sincerely,

Ryan Irvin
Department of Hospitality Management
Kansas State University

Jichul Jang, Ph.D.
Assistant Professor
Department of Hospitality Management
Kanas State University

Are you at least 18 years of age?

- Yes
- No

Are you currently working as a front line employee? (dealing directly with guest)

- Yes
- No

Are you currently employed by a hotel in the United States of America?

- Yes
- No

Based off your answer to the previous question, what hotel do you work at?

*** Please indicate your level of agreement as to whether the following statements describe the respective respondent [1=Strongly Disagree 2=Disagree 3=Somewhat Disagree 4=Neither agree nor disagree 5=Somewhat Agree 6=Agree 7=Strongly Agree]

I have asked others for feedback on my job performance.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I have asked colleagues for advice.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I have asked my supervisor for advice.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I have tried to learn new things at work.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I have asked for more tasks if I finish my work.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I have asked for more responsibilities.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I have asked for more jobs.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I have tried to ensure that my work is emotionally less intense.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I have made sure that my work is mentally less intense.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I have tried to ensure that my work is physically less intense.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

*** Please indicate your level of agreement as to whether the following statements describe the respective respondent [1=Strongly Disagree 2=Disagree 3=Somewhat Disagree 4=Neither agree nor disagree 5=Somewhat Agree 6=Agree 7=Strongly Agree]

I will be able to achieve most of the goals that I have set for myself in a creative way.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I feel that I am good at generating novel ideas.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I have confident in my ability to solve problem creativity.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

When facing difficult tasks, I am certain that I will accomplish them creatively.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

*** Please indicate your level of agreement as to whether the following statements describe the respective respondent [1=Strongly Disagree 2=Disagree 3=Somewhat Disagree 4=Neither agree nor disagree 5=Somewhat Agree 6=Agree 7=Strongly Agree]

I will give advance notice if I cannot come to work.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Click to write the question text My attendance at work is above the required level.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I take fewer breaks than I deserve.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I do not complain about unimportant things at work.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I follow informal rules in order to maintain order.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I protect our hotel's property.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I say good things about our hotel when talking with outsiders.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I promote the hotel's products and services actively.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I help my coworkers when their workload is heavy.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

*** Please indicate your level of agreement as to whether the following statements describe the respective respondent [1=Strongly Disagree 2=Disagree 3=Somewhat Disagree 4=Neither agree nor disagree 5=Somewhat Agree 6=Agree 7=Strongly Agree]

I help my coworkers who have been absent to finish their work.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I take time to listen to my coworkers' problems and worries.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I go out of my way to help new coworkers.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I take personal interest in my coworkers.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I pass along notices and news to my coworkers.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I always have a positive attitude at work.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I am always exceptionally courteous and respectful to customers.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I follow customer service guidelines with extreme care.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I respond to customer requests and problems in a timely manner.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I perform duties with very few mistakes.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I conscientiously promote products and services to customers.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I contribute many ideas for customer promotions and communications.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

I make constructive suggestions for service improvement.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

What gender do you identify as?

- Male
- Female

What ethnicity do you identify as?

- White
- Black or African American
- American Indian or Alaska Native
- Asian
- Native Hawaiian or Pacific Islander
- Other

How old are you?

Your marital status?

- Single
- Married
- Divorced
- Widowed
- Partnership

What kind of company are you employed in? For

Reference...(https://en.wikipedia.org/wiki/List_of_chained-brand_hotels)

- Luxury (ex. Four Seasons Hotels and Resorts)
- Upper Upscale (ex. Renaissance Hotels)
- Upper Scale (ex. Staybridge Suites)
- Upper Mid-Scale (ex. Comfort Suites)
- Mid-Scale (ex. Best Western)
- Economy (ex. Super 8)

What hotel are you employed at?

How many months have you been working at your current hotel?

How many months have you been working in the hospitality industry?

What is your primary role in your current job? (ex. Front desk officer, bell man, etc.)

What is your employment status?

- Full Time (30+ hours)
- Part Time (
- Intern

What is your education level?

- Less than high school
- High school graduate
- Some college
- 2 year degree
- 4 year degree
- Professional degree
- Doctorate

Appendix B - IRB Approval Form

KANSAS STATE
UNIVERSITY

University Research Compliance Office

TO: Dr. Jichul Jang
Hospitality Management
148C Justin Hall

Proposal Number: 8727

FROM: Rick Scheidt, Chair 
Committee on Research Involving Human Subjects

DATE: 03/21/2017

RE: Proposal Entitled, "Job crafting and organization citizenship behavior: Believing in your creative ability to improve your job and organization"

The Committee on Research Involving Human Subjects / Institutional Review Board (IRB) for Kansas State University has reviewed the proposal identified above and has determined that it is EXEMPT from further IRB review. This exemption applies only to the proposal - as written - and currently on file with the IRB. Any change potentially affecting human subjects must be approved by the IRB prior to implementation and may disqualify the proposal from exemption.

Based upon information provided to the IRB, this activity is exempt under the criteria set forth in the Federal Policy for the Protection of Human Subjects, **45 CFR §46.101, paragraph b, category: 2, subsection: ii.**

Certain research is exempt from the requirements of HHS/OHRP regulations. A determination that research is exempt does not imply that investigators have no ethical responsibilities to subjects in such research; it means only that the regulatory requirements related to IRB review, informed consent, and assurance of compliance do not apply to the research.

Any unanticipated problems involving risk to subjects or to others must be reported immediately to the Chair of the Committee on Research Involving Human Subjects, the University Research Compliance Office, and if the subjects are KSU students, to the Director of the Student Health Center.