

University of Central Florida

STARS

Electronic Theses and Dissertations

2016

The role perception of Organizational Citizenship Behavior in the Japanese hospitality industry: Culture-based characteristics and generational difference

Yoko Negoro

University of Central Florida



Part of the [Hospitality Administration and Management Commons](#)

Find similar works at: <https://stars.library.ucf.edu/etd>

University of Central Florida Libraries <http://library.ucf.edu>

This Masters Thesis (Open Access) is brought to you for free and open access by STARS. It has been accepted for inclusion in Electronic Theses and Dissertations by an authorized administrator of STARS. For more information, please contact STARS@ucf.edu.

STARS Citation

Negoro, Yoko, "The role perception of Organizational Citizenship Behavior in the Japanese hospitality industry: Culture-based characteristics and generational difference" (2016). *Electronic Theses and Dissertations*. 5196.

<https://stars.library.ucf.edu/etd/5196>

THE ROLE PERCEPTION OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR
IN THE JAPANESE HOSPITALITY INDUSTRY:
CULTURE-BASED CHARACTERISTICS AND GENERATIONAL DIFFERENCE

by

YOKO NEGORO
B.A. Rikkyo University (St. Paul University), 2009

A thesis submitted in partial fulfillment of the requirements
for the degree of Master of Science
in the Rosen College of the Hospitality Management
at the University of Central Florida
Orlando, Florida

Summer Term
2016

Major Professor: Heejung Ro

© 2016 Yoko Negoro

ABSTRACT

Although a substantial amount of research on Organizational Citizenship Behavior (OCB) has been conducted, little is known about it within the context of the Japanese hospitality industry. While OCB is generally considered to be beyond ordinary job duties (extra-role), some researchers suggest that Japanese employees view OCB as part of their job (in-role). However, theoretical explanation for this phenomenon is still scant. This research aims to examine how culture-based organizational characteristics (workplace harmony and customer orientation) and generation influence the role perception of OCB among Japanese hospitality employees.

An online survey was developed and distributed to hospitality employees working in Japan using snowball sampling and resulting in a total of 303 participants. The results showed that Japanese culture-based characteristics, workplace harmony and customer orientation, positively influenced in-role perceptions of OCB-Altruism and OCB-General compliance. In addition, older generations showed higher in-role perception of OCB-General compliance than Generation Y. This research contributes to OCB literature by examining the impact of culture-based organizational characteristics on the employee's positive behavior that helps increase organizational performance. Workplace harmony and customer orientation in Japanese service organizations have often been noted by researchers, however they are rarely examined. This research contributes to the hospitality service management literature by documenting their impact on OCB through an empirical examination. Lastly, the findings of this study provide hospitality practitioners with a better understanding of employee citizenship behaviors in a collectivistic

cultural background so that the results can aid human resources practices, including recruiting and training.

ACKNOWLEDGMENTS

To begin with writing this thesis, I would like to express my gratitude to my thesis advisor, Dr. Heejung Ro, for her continuous guidance, patience, encouragement, and support throughout my whole study in this university. I cannot accomplish those studies without her help, and I am sincerely proud that I was able to learn under her guidance.

Besides my thesis chair advisor, I would like to express my gratitude to the rest of my thesis committee: Dr. Tadayuki Hara and Dr. Amy Gregory for their encouragement, motivation, and insightful guidance.

I would also like to express a special thank you to my friends, Shuhei Hiasa, who helped me to translate my survey in English to Japanese, Rachel Wilkinson, who helped me to proofread the final draft within limited days, and Andrew Derewiany who helped me to practice presentations.

Last but not least, I would also like to thank all of my friends and Japanese hospitality industry employees who helped me to collect more than 300 samples. I really appreciate your help, involvement, and kindness. Without all of your support, this research would not have happened.

In the end, I would like to express my deepest gratitude to my family, Toshihiko Negoro, Misako Negoro, and Daichi Negoro for their continuous encouragement, and more importantly, giving me this opportunity to complete my M.S. degree in Rosen College, at the University of Central Florida.

TABLE OF CONTENTS

LIST OF FIGURES	viii
LIST OF TABLES	ix
CHAPTER ONE: INTRODUCTION	1
Problem Statement	4
Purpose of the Study	5
Significance of the study	6
CHAPTER TWO: LITERATURE REVIEW	8
Organizational Citizenship Behavior	8
Definition of Organizational Citizenship Behavior	8
Role-definition of Organizational Citizenship Behavior	10
Dimensions of Organizational Citizenship Behavior	11
Antecedents for Organizational Citizenship Behavior	14
Japanese hospitality organizations	17
Harmony	18
Customer Orientation	19
Generational Differences	21
CHAPTER THREE: METHOD	26
Sampling and Procedures	26
Survey Instrument	26
Measures	27
Main Variables	27
Control Variables	28
CHAPTER FOUR: RESULTS	33
Pilot Study	33
Pilot Study Results	35
Main Study	37
Sample Description	37
Preliminary Analysis	40
Hypotheses testing	42

OCB-Altruism.....	43
OCB-General Compliance	46
Summary of Results.....	49
CHAPTER FIVE: DISCUSSIONS, IMPLICATIONS, AND LIMITATIONS AND FUTURE RESEARCH.....	50
Discussions	50
Theoretical Implications	53
Managerial Implications	55
Limitations and Future Research	57
APPENDIX A: SURVEY.....	60
APPENDIX B: IRB APPROVALLETTER	67
REFERENCES	69

LIST OF FIGURES

Figure 1 Harmony, Customer Orientation, and Generational Difference on the perception of OCB	25
Figure 2 Summary Results of Hypotheses Testing	50

LIST OF TABLES

Table 1 Measurement items	31
Table 2 Sample Demographics (N=31)	34
Table 3 Descriptive statistics, reliability coefficients, and correlations (N=31).....	36
Table 4 Main Study Sample Demographics (n=303)	37
Table 5 EFA Results (OCB Altruism and General Compliance dimensions)	40
Table 6 Descriptive Statistics, Reliability, and Correlations	41
Table 7 Model Summary - OCB-Altruism (N=303)	44
Table 8 ANOVA model for OCB-Altruism.....	44
Table 9 Coefficients for OCB-Altruism	45
Table 10 Coefficients for OCB-General compliance dimension	47
Table 11 ANOVA model for OCB-General Compliance dimension	47
Table 12 Coefficients for OCB-General Compliance dimension	48

CHAPTER ONE: INTRODUCTION

Organizational Citizenship Behavior (OCB) is described as an employee's behavior which goes beyond the normal job requirement without being recognized explicitly or directly by the organizational reward system due to its discretionary nature (Organ, 1988). OCB is considered as an organizational attribute that can extend employees' extra effort in the workplace in order to enhance service delivery, competitive advantages, and financial performance in the hospitality industry (Getty & Getty; 2003; Fisher et al., 2010; Tang & Tang, 2012; Walz & Niehoff, 2000). For example, hotels which have employees who perform OCB are more likely to offer high-quality service and customer satisfaction than hotels which do not have these employees (Podsakoff et al., 2009). Also, OCB is associated with lower food cost, increased revenue, higher customer satisfaction, and fewer customer complaints in restaurants (Walz & Niehoff, 2000). Therefore, encouraging OCB among employees has become essential to improve operational efficiency and survive the competitive environment in the hospitality industry (Bilgin et al., 2015; Getty & Getty, 2003). Due to the organizational functional improvement benefits, OCB has gained attention from researchers for the last few decades in relation to its conceptualization, drivers, consequences, and cultural differences.

Although OCB is often defined as an extra-role behavior that goes beyond the call of employees' duties (e.g. Organ, 1983), some employees perceive OCB as an in-role behavior which is assumed as part of their job (e.g., Morrison, 1994; Pond et al., 1997). Employees differ in how broadly they define the in-role behaviors depending on their perceptions of job requirements and expectations (Clark et al., 2014; Tepper et al., 2001). OCB-role definitions, the extent to which

employees consider OCB to be part of their job, are positively correlated with employee citizenship behaviors (Clark et al., 2014; Kamdar et al., 2006; Tepper & Taylor, 2003), and employees are more likely to display OCB if they define the behavior as in-role rather than extra-role (Coyle-Shapiro et al., 2004; Morrison, 1994).

Researchers also suggest that collectivistic employees are more likely to define OCB as in-role, as their requirement in the organization, than individualistic employees (Clark et al., 2014; Matsumoto, 1990; Moorman & Blakely, 1995), specifically Japanese employees (Wang, 2015). Cross-cultural studies show that employees in collectivistic countries such as Japan, China, Korea, and Taiwan, are more positively engaging in OCB than those in individualistic countries because the priority of group goals over individual goals and importance of cohesion in social groups are the primary characteristics in many Asian countries (Li & Ho, 2010; Moorman & Blakely, 1995; Organ & Paine, 2000). In particular, previous studies suggest that Japanese employees' specific characteristics may lead to high OCB (Lam et al., 1999; Paine & Organ, 2000; Wang, 2015), and Japanese employees are more likely to regard OCB as in-role behavior compared to employees in Western countries (Kwantes et al., 2008; Hui et al, 2015; Morrison, 1994). In fact, Organ (2006) mentioned that he found the concept of OCB from the Japanese organizational behavior research. Despite the implication between OCB concept and Japanese organizational characteristics, OCB research in the Japanese context barely exists. In addition, although cross cultural studies found differences in OCB by cultural dimensions, further research on specific cultural characteristics is suggested (Kwantes et al., 2008). Hence, this research considers two culture-based organizational characteristics, harmony and customer orientation which are frequently employed to represent Japanese organizational characteristics, to understand employee's perception of OCB roles.

Japanese organizations are known for emphasizing harmony in the workplace (Konishi et al., 2009; Ouchi, 1981; Whitehill & Takezawa, 1978). Japanese work ethics are derived from Confucianism and Shinto, which are religions that strongly focus on harmony and relationship (Konishi et al., 2009), and human relationship oriented behavior –how they are able to harmonize with others –is considered as part of employees’ basic work performance in Japanese organizations (Konishi, 2009). In addition, Japanese organizations have a reputation for customer orientation to provide high quality service to their customers (Deshpande et al., 1993; 1999; Frank et al., 2013; Haghirian, 2010). After World War II, Japanese organizations were forced to develop quickly in order to recover the nation’s economy (Turpin, 1995) by moving from product-orientation to customer-orientation (Murakoshi, 1994), and placing customers as their first priority has become the norm for Japanese companies in the mid-2000s (Frank, 2013; Murakoshi, 1994). Customer orientation of Japanese service organizations has grown even stronger by their customers who have wealthy purchasing power and high demands (Synodinos, 2001). As a result, organizations believe customer-oriented service is a driving factor for high business performance in Japan (Deshpande et al., 1993).

While there are some culturally rooted elements that explain Japanese organizational characteristics, another socio-cultural phenomenon in the workforce that should be considered is generational difference. It has been suggested that generational differences have an effect on various components of the workplace (Lincoln & Kalleberg, 1992; Moran et al., 2014; Sugimoto, 2014; Takase et al., 2009; Wong et al., 2008), and these differences may be more prominent as multiple generations work together (Cennamo, & Gardner, 2008; Deal, Altman, & Rogelberg, 2010; Hill, 2002). In regard to the generational difference, Japanese generational groups have

distinctive characteristics toward their work values and loyalty for their organizations (Lincoln & Kalleberg, 1992; Moran et al., 2014; Sugimoto, 2014; Takase et al., 2009). For instance, Japanese Baby Boomers are described as people who showed higher engagement within their organizations than younger generations of Japanese workers (Oda, 2006; Sugimoto, 2014; Takase et al., 2009). On the other hand, Generation X and Generation Y tend to be explained as the generations of Japanese employees which have a lower commitment to their organizations (Lincoln & Kalleberg, 1992; Moran et al., 2014; Tamesada, 2005; Takase et al., 2009). As hospitality organizations generally accommodate a large number of employees at various stages in life, understanding generational differences is crucial for them to effectively manage their organizations (Wong, Gardiner, Lang, & Coulon, 2008).

Problem Statement

Although cross-cultural studies of OCB showed that there is a common recognition of OCB across cultures and countries, a challenge remains in regard to what constitutes OCB in different cultures and/or countries (Paine & Organ, 2000). In fact, most extant OCB studies have been conducted in Western cultural contexts (Organ, 1997; Hui et al., 2015), and some researchers have suggested that OCB in collectivistic cultures may differ from OCB in individualistic cultures (Wang, 2015). Despite the early exploration of Japanese management styles (e. g., Ouchi, 1980; Schein, 1981), little scholarly attention has been given to OCB in Japanese hospitality organizations (Ueda, 2011). Japanese employees are more likely to regard OCB as in-role behavior compared to employees in Western countries (Hui et al, 2015; Kwantes et al., 2008; Morrison, 1994), yet little is known about what contributes to this phenomenon. Although previous

researchers have suggested that some specific characteristics of Japanese employees may increase OCB (Lam et al., 1999; Paine & Organ, 2000; Wang, 2015), research on those possible specific cultural characteristics is still limited (Kwantes et al., 2008).

In addition, there is a growing interest in understanding generational differences in the workforce, and a substantial amount of research has been conducted. Even though some generational differences are found in Japanese organizations (Oda, 2006; Takase et al., 2009), further research was called for in order to understand the new emerging generations as well as existing generations in the workforce (Lub et al., 2011; Takase et al., 2009). In fact, researchers have argued that there are differences in working values among the generational categories in Japan (Lincoln & Kalleberg, 1992; Moran et al., 2014; Sugimoto, 2014; Takase et al., 2009); however, role-perception in relation to OCB has not been examined specifically among Japanese hospitality employees.

Purpose of the Study

The purpose of this study is to examine employees' role perceptions of OCB in the Japanese hospitality industry. Specifically, this study focuses on two culturally rooted organizational characteristics, harmony and customer orientation, and examines their effect on the role perception of OCB in the Japanese hospitality industry. In addition, this study examines generational differences in role perception of OCB for Japanese employees.

Significance of the study

First, the results of this study can contribute to OCB literature by investigating the impact of culture-based organizational characteristics on the employee's perception of OCB. Specifically, this study can fill the gap in OCB literature by examining Japanese hospitality employees who are in a collectivistic cultural background but hardly included in OCB research. Thus, the findings of this study can be of value to researchers investigating OCB in collectivistic cultural context and cross cultural studies.

Second, Japanese culture-based characteristics, workplace harmony and high customer orientation, have frequently been mentioned by previous organizational behavior studies, yet the examination of those characteristics are rare. This study can provide empirical evidence for researchers to recognize important factors that increase OCB in the workplace. Thus, this investigation can contribute to service management literature by documenting the effects of harmony and customer orientation on OCB and encouraging further studies to identify other culture-based characteristics in OCB research.

Finally, this study can help hospitality managers understand OCB perceptions of employees from Japan representing one of the collectivistic countries. Due to globalization, hospitality organizations have expanded overseas, and they are facing challenges in managing employees from diverse cultural background. Also, the number of immigrants and workers from collectivistic countries, such as Japan, China, and Korea has increased in United States. The results of this study can provide hospitality managers with insight into the OCB perception of collectivistic employees. In addition, the findings of generational differences among employees in the Japanese hospitality industry can assist hospitality practitioners to gain a better understanding

of these employees' work values, so that the results can inform human resources practices, as well as training and development programs in order to inform their practices.

CHAPTER TWO: LITERATURE REVIEW

Organizational Citizenship Behavior

Definition of Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) is defined 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 organizations.” (Organ, 1988) It is also described as “contextual performance” which refers to individual behavior that goes beyond the call of duty, such as volunteering (Borman & Motowildo, 1993) or individuals’ contributions to organizational effectiveness by performing supplemental tasks, but which is necessary in a social context (Dipola & Moran, 2001).

The conceptual foundation traces back to Chester Barnard’s (1938) analysis of the nature of an organization that emphasized the importance of “willingness to cooperate”. Later, Katz and Kahn (1966) introduced the term of “extra-role behavior” in their behavioral analysis of organizations, and this behavioral category refers to employee’s working performance through innovative and spontaneous behaviors. Ultimately, the term OCB was then described by Organ (1977) and it has become a popular research area for decades (e.g., Bateman & Organ, 1983; Chen, 2014; Clark et al., 2014; DiPaola & Moran, 2001; Donavan et al., 2004; Farrell & Oczkowski, 2012; Kwantes et al., 2008; Lam et al., 2009; Organ & Ryan, 1995; Paine & Organ, 2000; Podsakoff & MacKenzie, 1997; Smith et al., 1983; Ueda, 2011; Van Dyne et al., 1994; Van Dyne & LePine, 1998; Wang, 2015). The literature is in agreement that the basic characteristics of OCB consist of (1) being performed by organizational members, (2) being directed to individuals,

groups, or organizations with whom the employee maintains a relationship within their duties, and (3) being performed with the intention of advancing the well-being of individuals and groups within the organization (Brief & Motowild, 1986). However, OCB does not stand on its own in literature, but may be explained by existing theories.

Social exchange theory (Blau, 1964) is often used as a theoretical explanation for OCB (e.g., Kim et al., 2013; Konovsky & Pugh, 1994; Wang et al., 2005). Social exchange occurs when one party gives valued resources to another party, and it creates a certain expectation of return in the future to reflect a contribution from the first group (Blau, 1964; Mitchel et al., 2012). A series of social exchanges increases the quality of the relationship between the parties involved (i.e., supervisor and employees, and employees and customers) and results in strengthening beneficial and productive behavior (Blau, 1964). According to this theory, OCB is explained as the behavior which can be enhanced by the preferable social climate exchange. For instance, if a manager can provide a good workplace environment for employees, these employees are willing to devote their time and motivation into their work voluntarily (Clark et al., 2014). Similarly, Leader-Member Exchange (LMX) theory suggests that establishing trust between leader and the members leads to high extra contribution from members, and this “extra” contribution is considered as the features of OCB (Organ et al., 2006). For instance, members are willing to complete their tasks more quickly under the supervisor whom they are trust than under other supervisors. This “extra” contribution has impact on department efficiency and effectivity (Organ et al., 2006).

Role-definition of Organizational Citizenship Behavior

While various definitions and theories are proposed to describe OCB, Graham (1994) pointed out that it is impossible to define OCB reasonably without a clear understanding of in-role behavior and extra-role behavior. The concept of in-role and extra-role behaviors are derived from the social role generated from an individual's status in the social relation system (Zhu, 2013). When people engage in their responsibilities which belong to their positions in societies, they tend to play suitable roles (Berson & Linton, 2005) by conducting similar behaviors in a similar situation provided (Mead, 1932). Thus, in-role behavior is described as the expected behaviors for the requirement of job duties (Kats et al, 1964) or the core task behavior (Zhu, 2013). Extra-role behavior, on the other hand, is defined as behaviors beyond the requirements of their duties related to the employee's status, their roles in the organization (Kats, 1964), or arbitrary behavior (Thompson & Werner, 1997).

Building on Katz's (1964) extra-role behavior category, Organ and his colleagues defined OCB as extra-role behavior that contributes to the organizational effectiveness by going beyond the call of duty (Bateman & Organ, 1983; Smith et al., 1983). However, some researchers have noted the difficulty of defining OCB as in-role and/or extra-role behavior. Although OCB had been generally viewed as extra-role behavior, the job role definitions can be influenced by individual personality, job tasks, and organizations which keep changing depending on the macro environment (Graham, 1991). Furthermore, the job boundary between in-role and extra-role behavior is recognized ambiguously among employees, and the definition of OCB changes depending on how employees define their job responsibilities (Morrison, 1994). Therefore, Morrison (1994) asserts that the role definition of OCB, whether it is perceived as in-role or extra-

role, is determined by how broadly the employees define their job as a requirement. Morrison's study (1994) had a large impact on OCB research because it challenged the conceptualization of OCB which had been generally believed as extra-role behavior, and her study resulted in generating a stream of research on the role perception of OCB.

Reflecting advances in OCB research, Organ (1997) revised his definition of OCB as no longer explained by "extra-role", "beyond the job", or "unrewarded by the formal system" due to the inarticulation of the concepts of "role" and "job" themselves. Following Organ's reconceptualization, Bacharach and Jex (2000) proposed that OCB role definition should be explained based on the subjective assessment of the range of behaviors which the organization requires its employees to engage in. Accordingly, the role definition of OCB is described as "The extent to which individuals perceive OCB as a part of their job due to a range of personal perception of his/hers task is flexible and different depending on each individual" (Kamdar et al., 2006, p.841).

Dimensions of Organizational Citizenship Behavior

Smith, Organ, and Near (1983) first conceptualized OCB with two dimensions, Altruism and General compliance. *Altruism* is defined as a discretionary behavior which immediately benefits specific individuals and indirectly contributes to the organization through the helping behaviors (e.g. running into an individual who is in trouble and trying to help the person voluntarily) (Smith et al., 1983). Altruism is also referred as "helping behavior" in recent studies (Organ, 2006). *Generalized compliance*, on the other hand, is defined as a behavior which benefits the organization in general and does not have a direct effect on a specific individual (e.g. providing

advance notice when unable to come to work) (Smith et al., 1983). General compliance has been labeled with several different names, such as organizational obedience (Graham, 1991; Van Dyne et al., 1994), OCBO (William & Anderson, 1991), behavior of following organizational rules and procedures (Borman & Motowidlo, 1996), job dedication (Van Scotter & Motowidlo, 1996), and conscientiousness (Organ et al., 2006). William and Anderson (1991) conducted their study based on the model by Smith et al. (1983) and referred Altruism dimension as OCB-Individual (OCBI) and General compliance dimension as OCB-Organizational (OCBO), and this two-dimensional model has become the most well received conceptualization by OCB researchers (Rioux & Penner, 2001).

Extending the original two-dimensional model (Smith, Organ, & Near, 1983), researchers have proposed several alternative models with additional dimensions, such as three dimensions (William & Anderson, 1991), four dimensions (Moorman & Blakely, 1995), and five dimensions (Organ, 1988). For example, Organ (1986; 1988) extended his original two-dimensional model and suggested five dimensions of discretionary behaviors for maximizing organizational efficiency: (1) Altruism – helping others and using one’s own time relating to the organization’s tasks, (2) Conscientiousness – high attendance and devotion towards the organization’s rules, (3) Sportsmanship – avoiding making petty complaints, (4) Courtesy – managing and sharing appropriate information with the others, and (5) Civic Virtue – engaging in organizational life and events. Although different structures of OCB with multiple dimensions have been proposed by researchers, OCB research has been gradually simplified by using a smaller number of dimensions of OCB in the past two decades (LePine et al., 2002; Moon, Dyne, & Wrobel, 2005) and the

original two dimensions, Altruism and generalized compliance, are the most widely employed by OCB researchers (Moon, 2002; Rioux & Penner, 2001).

In addition, a consideration that dimensions may vary in different cultural contexts has emerged. For instance, Organ and Paine (2000) examined the similarities and discrepancies in the perception of OCB in 21 different countries. They employed “individualism/collectivism” and “power distance” as cultural factors, and used commitment and motivation in order to predict the perception of OCB. This study revealed that there is no strong difference in the definition of OCB among the world, yet dimensions of OCB varied by different countries (Paine & Organ, 2000). Moorman and Blakely (1995) also found the cultural differences between collectivist and individualist by examining the relationship between cultural characteristics and four OCB dimensions (interpersonal helping, individual initiative, personal industry, and loyal boosterism). They found that the collectivistic norms and interpersonal helping have a strong relationship.

Wang (2015) argued that popular OCB models (e.g. two- and five-dimension models) were developed in Western context and questioned their applicability to other cultural contexts, such as an Asian context. Modifying the five-dimension model by Organ (1988), he proposed a three-dimension model set within a Japanese context that consists of voluntary involvement, generalized compliance, and personal industry in Japanese context (Wang, 2015). Similarly, other researchers found that collectivistic countries, such as China, Taiwan, Korea, and Japan did not have some dimensions of western OCB models but sometimes revealed additional dimensions that are not found in the Western context (Farh et al., 2004; Kwantes et al., 2008; Wang 2015). For example, Farh et al. (2004) found two more dimensions, interpersonal harmony and intention to protect the organizational resources, in the Taiwanese context.

It is apparent that various conceptualizations of OCB have been suggested in past studies. Nevertheless, there is a general consensus that Altruism and General compliance are the basic dimensions of OCB (Chin, 2015), and these two dimensions are consistently employed in both individualistic and collectivistic cultures including USA, Kuwait, Israel, Nepal, and Korea (Alotabi, 2001; Bolon, 1997; Cohhen & Kerren, 2008; Gautam et al., 2005; Kim, 2006; Wang, 2015). Since Altruism and General compliance dimensions have been consistently supported and become the most general dimensions in various contexts including collectivistic culture (Riouz & Penner, 2001); this study uses these two dimensions, Altruism/OCBI and General compliance/OCBO, in assessing employees' role perception of OCB.

Antecedents for Organizational Citizenship Behavior

Many researchers have focused on the relationship between OCB and its antecedents. For example, Podsakoff, MacKenzie, Moorman, and Fetter (1990) investigated the relationship between leadership and citizenship behavior considering trust. Moorman (1991) examined the role of job satisfaction in the relationship between fairness and citizenship. Extending these studies, Niehoff and Moorman (1993) examined the effects of informative justice, observation, and formal meetings on five dimensions of OCB. Graham (1994) also found that positive job attitudes, cynicism, workplace value, motivating job characteristics, and job level can influence OCB. Organ and Ryan (1995) suggest that satisfaction has the strongest relationship with OCB, followed by fairness, organizational commitment, and leadership supportiveness. OCB is also influenced by dispositional characteristics (i.e., personality traits and demographics) (Chattopadhyay, 1999; Kuehn & Al-Busidi, 2002), job design / task structure (i.e., low autonomy vs. high autonomy tasks),

and organizational environment (i.e., organizational culture) (Stamper & Dyne, 2003; Reed & Kidder, 2005).

While many antecedents are identified in OCB literature, there are a few antecedents often employed by OCB research. First of all, job satisfaction is the prominent antecedent in OCB studies (Organ et al., 2006), and it was employed from early OCB studies (e.g., Smith et al, 1983; Williams & Anderson, 1991). Job satisfaction refers to both positive and negative feelings to a variety of situations in individual jobs including nature of work, supervision style, coworkers' relationship, condition of employment, and working security (Bilgin et al., 2015; Judge & Klinger, 2000; Oshagbemi, 2000). The relationship between job satisfaction and OCB is explained by social exchange theory which posits that a satisfied employee is likely to help others and perform higher OCB (Chen & Chiu, 2008). The Chinese OCB study showed that job satisfaction has a strong relationship with harmony oriented characteristics (Chen, 2014; Lam et al., 2001).

Second, organizational commitment has been employed in the OCB research since this variable assesses an employee's belief in and acceptance of organizational goals and values, as well as a willingness to exert considerable effort on behalf of the organization (Cirka, 2005). In particular, affective commitment is defined as an "emotional attachment to, identification with, and involvement in the organization" (Meyer et al., 1989, p.152), and researchers have found a strong relationship between affective commitment and OCB (Altruism and General compliance) in cross cultural study (e.g., Ryan, 1995) and other Asian contexts (e.g. Kwantes, 2003; Ueda, 2011; Van Dyne & Ang, 1998).

Third, organizational justice has been considered as one of the key factors to determine OCB (Bilgin et al., 2015; Blackly et al., 2005; Enhert, 2004; Kim et al., 2009; Organ & Ryan,

1995). Organizational justice refers to “the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables (Moorman, 1991).” Organizational justice consists of three components: distributive, formal procedure, and interactional justice. Each component is defined as follows: (1) distributive justice: “the perceived fairness of the amounts of compensation employees receive”, (2) formal procedure justice: “the perceived fairness of the means used to determine those amounts” (Folger & Konovsky, 1989, p.115), and (3) interactional justice: “the fairness of the interpersonal treatment people receive from others when the procedures are implemented” (Bies, 2005; Bilgin et al., 2015, p.203).

Lastly, researchers suggest that perceived organizational support promotes employees to pay attention to the organization’s welfare and to help the organization to achieve its goals (Rhoades et al., 2001). Particularly, organizational support is considered as a significant antecedent of OCB since employees are likely to obligate themselves to the organization when they feel the organization encourages their personal contributions and well-being (Eisenberger et al., 1986; 1990; Rhoades and Eisenberger, 2002). In terms of investigating OCB, their perception of organizational support can have an effect on the OCB, specifically the General compliance dimension (Bormann & Birjulin, 1999). Kahn (1992) explained that psychological safety assists to show and employ the self without negative consequences, and his previous study shows that supportive environments encourage members to experiment and challenge new trials. Similarly, Chiang and Hsieh (2012) found that there is a significant positive relationship between perceived organizational support and OCB.

Based on the previous studies, job satisfaction, affective commitment, organizational justice, and perceived organizational support are chosen as control variables for this research. These variables have been shown to influence OCB consistently in various cultural or industrial contexts (Bilgin, 2015; Smith et al., 1983; Organ & Ryan, 1995; Wang, 2015; Williams & Anderson, 1991).

Japanese hospitality organizations

Japan is considered to be a collectivistic, high power distance, and high-context oriented culture (Lam et al., 1999; Paine & Organ, 2000; Wang, 2015). Each of these descriptors should be understood. *Power distance* is explained as the degree of which society accepts the unequal power balance between less powerful and more powerful groups in institutions and organizations, and this fact is reflected in the values of both cohorts as the institutional norms, rules, and practices (Hofstede, 1980, Organ & Paine, 2000). Specifically, high power distance is represented as the relationship between supervisor-subordinates and the older-younger hierarchy (Bochner & Hesketh, 1994; Hofstede, 1980; Organ & Paine, 2000). *High-context culture* explains the culture in which people do not prefer conversing directly since they believe they are sharing the same work directions, regulations, values, and norms implicitly (Lam et al., 2009). Collectivism accentuates the engagement to a group or class consciousness (e.g. family, friends, and organizations) (Lam et al., 2009; Triandis, 1995). Japanese culture emphasizes attending to and fitting in with others and the importance of harmonious interdependence with them (Markus & Kitayama, 1991). In addition to these Japanese cultural characteristics, previous organizational behavior literature notes some unique characteristics of Japanese employees.

Japanese employees are described as “*Kigyosenshi* (corporate warriors)” who are committed members of the organizations (Takase et al., 2009) or “*Kaisha Ningen* (traditional employees)” who are willing to assimilate into their organizations naturally by embracing the company’s values and philosophies; and such engagement increases their motivations to be productive and continue remaining in their organizations for the long term (Tao, 1997; Wang, 2015). This collectivistic nature is found in Japanese organizational studies (Ouchi, 1980), and researchers have noted Japanese employees’ strong work values and natural volunteer behaviors toward their firms (Organ et al., 2006). Therefore, this research focuses on two culture-based organizational characteristics, harmony and customer orientation, in order to understand Japanese OCB role perceptions.

Harmony

Harmony, in this study, refers to employees’ perception of maintaining balance with others in the workplace. Although harmony in Western culture is described as “the perfect integration” and “non-contradictory solution”, harmony in Eastern (Asian) culture is described as “maintaining balance”, “a perfect unity of many mixed (elements)” and/or “perfect accordance of the discordant” (Chin, 2015; Fung, 1948; Li, 2008; Li, 2012; Nan-Zhao & Teasdale, 2004; Tung, 2006). Harmony is known as the Japanese essential value derived from Confucianism and Shinto (Konishi, 2009) and it is an important characteristic in the collectivistic cultures (Chin, 2002; Chin, 2015; Farh et al., 2004; Kwantes et al., 2008; Paine & Organ, 2000). Confucianism principles suggest that “*in order to seek harmonious relationships with others, which are the precondition of social integration and stability, individuals should respect and follow tradition and social hierarchy*

(rules, status, and authorities),”and these principles have been taught in school, infused in the media, and remain a fundamental thought in Japanese society (Tu, 1996; Konishi, 2009). Therefore, interpersonal harmony, relational hierarchy, and traditional conservatism are considered as representative characteristics in East Asia (Xu, 1998). Researchers suggest that collectivistic culture increases an individual’s attention to social norm which people value creating group goals and maintaining interpersonal harmony (Okazaki, 1997; Tafari and Smith, 2001).

Wang (2015) suggests that Japanese employees may naturally engage with in-role behavior because they regard the organization’s expectation of preferring their employees to perform beyond their duty as usual. Individuals in collectivistic cultures have a greater emphasis on harmony and interpersonal helping within one’s in-group than those in individualistic cultures (Kwantes et al., 2008; Moorman & Blakely, 1995). Similarly, past studies showed that collectivistic characteristics such as harmony orientation in a group are more likely to lead to OCB (Organ et al., 2006; Yan Wang & Rodgers, 2006). Taken together, this study posits that workplace harmony can lead to a broader job definition. In other words, if employees perceive harmony in their workplace, they are likely to view OCB as part of their job (in-role perception of OCB). Thus, the following hypothesis is stated.

- *Hypothesis 1: Harmony is positively related to the in-role perception of OCB in Japanese hospitality employees.*

Customer Orientation

Customer orientation is defined as an employee’s tendency to meet a customer’s needs in a service interaction, and there are two dimensions, (1) the needs dimension which describes an employee’s beliefs to satisfy customer’s needs, and (2) the enjoyment dimension which represents

the extent to which an employee is welcoming and willing to have a service interaction with customers (Brown et al., 2002). Customer orientation plays an important role for increasing customer satisfaction and organizational performance (Donavan, 2004; Frank, 2013). Due to more demanding customers, new regulations, and rapid technology innovation, hospitality firms have been required to build a stable long-term relationship with their customers in order to maintain their steady position in the competitive industry (Levitt, 1983; Tajeddini, 2010). Consequently, how to satisfy customer demand efficiently and effectively has been a focus in the hospitality industry (Nicholls and Roslow, 1989; Tajeddini, 2010).

The Japanese are known for “a great love for service” and “a strong customer orientation” (Haghirian, 2010) and which can be explained by the Japanese hospitality philosophy of “*motenashi*” which means “the host’s special effort in satisfying the guest’s needs” (Blanchy, 2010). A customer-focused business approach and building a long term relationship with customers are both considered second nature in Japanese industry, and this dedication to customer service can be found in the Japanese words of customer “*okyaku-sama / kokyaku*” which literally means “honored customer” (Webster, 2002; Weinstein, 1999). Regarding the succession of Japanese economic recovery after World War II, Japanese organizations were forced to move quickly from being product-oriented to customer-oriented to compete against organizations abroad (Murakoshi, 1994; Turpin, 1995). Japanese organizations seek to provide additional value in their products, and customer-oriented service has emerged (Murakoshi, 1994). In addition, Japanese customers tend to have high demands and purchasing power, and these customers’ high expectations make Japanese companies more competitive in providing service excellence (Haghirian, 2010; Frank et al, 2013). The competitions and customer demand have enforced

Japanese companies to cultivate their customer-oriented culture (Murakoshi, 1994; Konishi, 2009). This unique customer orientation is complemented by a high level of education that prepares employees with customer orientation and the ability to provide high quality services (Frank et al., 2013).

Previous studies suggest that customer orientation is positively related to OCB (Morrison, 1996; Donavan et al., 2004). For instance, employees who are likely to perform helping behaviors towards customers (customer orientation) are also likely to assist their co-workers (OCB) (Bell & Menguc, 2002; Homburg et al, 2009). Other researchers also found a significant positive correlation between customer orientation and OCB (Donavan, 2004; Farrell & Oczkowski 2009). These studies concluded that highly customer-oriented employees are more likely to behave beyond the minimum required attendance, be punctual, and be loyal to the organizations (Farrell & Oczkowski, 2012). Based on previous studies, this study proposes that higher customer orientation among Japanese employees will result in a broader the job definition, in other words, higher in-role perception of OCB.

- *Hypothesis 2: Customer Orientation is positively related to the in-role perception of OCB in Japanese hospitality employees*

Generational Differences

Generational differences have become a popular research topic in many areas including sociology, psychology, marketing, and management, yet there is a controversial argument in the generational features between age or life-stage effects and generational effects (Lub et al., 2011). Some researchers believe that generational differences are considered to be developed within each

cohort although each generation goes through similar life-stages (Kupperschmidt, 2000). Other researchers believe that generational differences are specific characteristics based on the people's values and expectations within each cohort, and they are not necessarily varied by moving into the next stage in life (Lub et al., 2011; Strauss & Howe, 1991; Howe & Strauss, 2007). Regardless the differences in perspectives, researchers agree that there are differences among generations.

This study focuses on three generations, Baby Boomers, Generation X, and Generation Y (Millennials), since they comprise the current workforce in the hospitality industry. These three generations have been investigated in order to understand their characteristics, work ethic, and life styles. First, Baby Boomers, who were born from 1941 to 1960, are the generation which grew up during a post-war time of economy and limited global resources. This generation is estimated to be the most competitive of any generation (Lamm & Meeks, 2009). Next, Generation X, which is made up of those who were born from 1961 to 1980, struggled with the impact of the recession as well as pressure from the Baby Boomers (Lamm & Meeks, 2009; Liu, Xu, & Weitz, 2011). The Generation Xers were raised by Baby Boomer parents who worked hard but suffered from recessions, and this particular cohort wants to maintain a balanced lifestyle between working life and their private life unlike their parents (Reynolds, 2005). Lastly, Generation Y (Millennials), which consists of those who were born from 1981 to 2000 were raised together with improvements in technology and are described as being independent, confident, and self-reliant (Liu et al., 2011). While members of Generation Y usually change jobs quite often, they can be characterized as team players, often working collaboratively with one another (Shih and Allen, 2007; Morton, 2002). Japanese generational categorizations are similar to the three-cohort categorization of Baby Boomers, Generation X, and Generation Y, and they are called Dankai generation (1946-1959),

Dankai Juniors (1960- 1974), and Post Dankai Juniors (1975- present) respectively in Japanese (Consumer Marketing Research Institute, 2005; Mathews & White, 2012; Oda, 2006; Swearingen & Liberman, 2004). Similar to the Western generational cohorts, each Japanese generation cohort shows different work values, but there is a slightly wider generational range between Generation Y (1981 to 2000) and Post Dankai Juniors (1975- present) due to the Japanese historical background.

Since most workplaces have different generations working together, researchers have examined the generational differences in work value. Parry and Urwin (2011) conducted a review on generational differences in four work values (comfort and security, professional growth, personal growth, and work environment) in the hospitality workforce and concluded that work values differ from one generation to another. Lam and Meeks (2009) also suggest that the older generation tends to show their loyalty more so than Generation Y, while Generation Y tends to show independence towards their organization and focuses on the individual relationship. Furthermore, Baby Boomers evaluated OCB-Altruism as more valuable than the other generations did, while Generation Y evaluated work environment as more valuable (Chen & Choi, 2008). Recently, Lub et al. (2011) suggest that even though there is no psychological difference found in generation groups, relational factors including working involvement and learning opportunity has significantly different effects on the OCB in each generation group, such as Generation X and Generation Y.

Previous studies indicate that there are significant differences in each generation's work values (Chen & Choi, 2008; Lam & Meeks, 2009; Lub et al., 2011; Parry & Urwin, 2011) and these differences may influence their role perception of OCB. Since Generation Y tends to focus

on the individual relationship (Lam & Meeks, 2009), they may have higher in-role perception of the Altruism dimension of OCB than Baby Boomers and Generation X. On the other hand, Baby Boomers and Generation X have a stronger loyalty toward their organizations than Generation Y, and they may have a higher in-role perception of the General compliance dimension of OCB than Generation Y. Taken together, this study proposes the following hypotheses.

- *Hypothesis 3a: Generation Y has higher in-role perception of OCB-Altruism dimensions than the older generations (Generation X and Baby Boomer).*
- *Hypothesis 3b: The older generations (Baby Boomer and Generation X) have higher in-role perception of General compliance dimensions than Generation Y.*

Generational differences are found in various work related values simultaneously (Chen & Choi, 2008; Lam & Meeks, 2009; Lub et al., 2011; Parry & Urwin, 2011), thus generation is often employed as a moderator in organizational behavior research (e.g., Zacher et al., 2011). In other words, generation may not simply influence the perception of OCB but may interact with customer orientation and harmony. Hence, this study posits moderating effects of generation on the relationship between cultural-based characteristics and in-role perception of OCB.

- *Hypothesis 4a: Generation moderates the relationship between harmony and role perception of OCB.*
- *Hypothesis 4b: Generation moderates the relationship between customer orientation and role perception of OCB.*

Figure 1 presents the research model of this study. In order to understand the (in) role perception of OCB among Japanese hospitality employees, two culture-based organizational characteristics, harmony and customer orientation, are proposed to have a positive influence on the in-role perception of OCB (Hypothesis 1 and Hypothesis 2). Next, this study investigates the generational differences among three generations, Baby Boomers, Generation X, and Generation Y (Hypothesis 3) and the moderating effects of generation on the relationship between culture-based organizational characteristics and the in-role perception of OCB (Hypothesis 4). In addition, job satisfaction, organizational justice, organizational commitment, and perceived organizational support are included as control variables in this study.

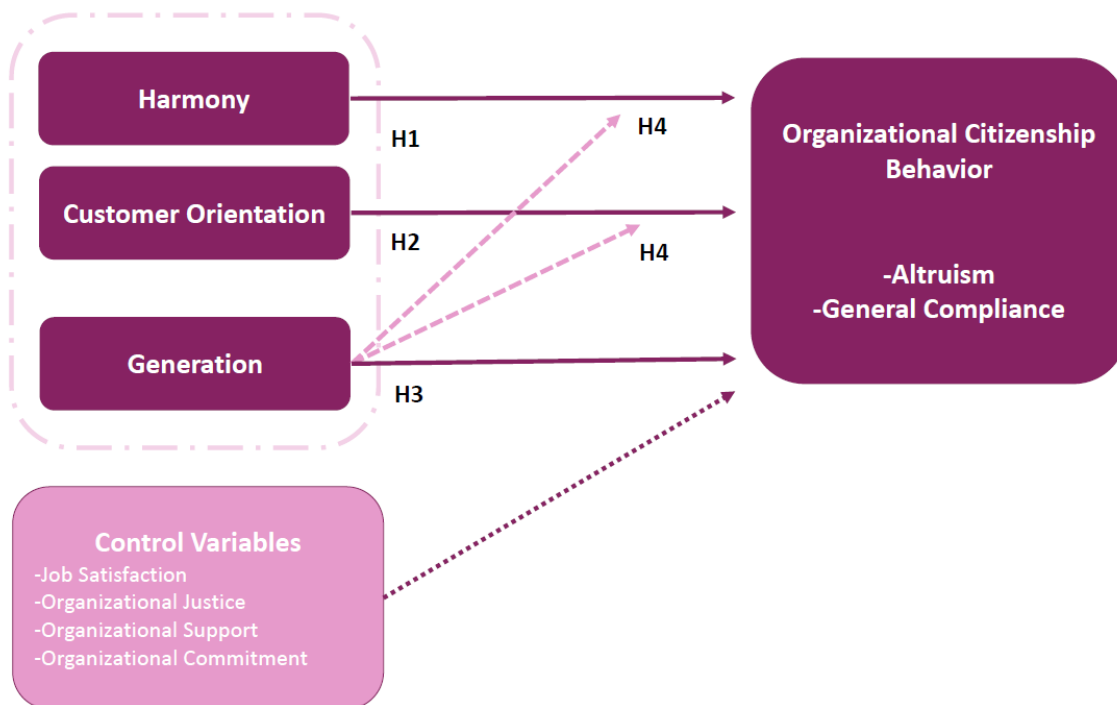


Figure 1
Harmony, Customer Orientation, and Generational Difference on the perception of OCB

CHAPTER THREE: METHOD

Sampling and Procedures

Employees who are working in the Japanese hospitality industry in places such as, but not limited to, hotels, restaurants, travel agencies, wedding consultation companies, airlines, and theme parks were invited to participate in this study. In order to collect samples from various hospitality industries and generations, this study employed snowball sampling. An online survey was created and distributed to more than 100 employees who are working in the hospitality industry, and this was accomplished directly by the researcher via e-mail or Social Networking Sites during May 2016. Those participants were asked to pass this survey on to other hospitality employees to collect additional samples. The initial participants were the researcher's acquaintances from her former workplace, and additional participants were recruited by initial participants through their own acquaintances. In addition, participants were screened by two qualifying questions: (1) "Are you 18 years old or older (Yes/No)" and (2) "Are you currently working in the hospitality industry? (Yes/No)".

Survey Instrument

First, a survey instrument to assess the study constructs was developed in English. Next, two independent Japanese-English bilingual speakers translated and back-translated the survey instruments in order to ensure appropriate translation of measurement items and instructions in the Japanese version of the survey. After several modifications which were reviewed by the University

Institutional Review Board (IRB), an online version of the survey was created using Qualtrics Survey Software.

Measures

This survey consists of 83 questions in total; the dependent variable for this research is the role perception of OCB, and the three independent variables are harmony, customer orientation and generation. In addition to these variables, this study includes four control variables including job satisfaction, job justice, organizational commitment, and perceived organizational support.

Main Variables

The *role perception of OCB* is measured by a 16 item scale from Lee and Allen (2002). These measurements consist of eight items of the General compliance dimension (e.g., “keep up with developments in the organization”) and eight items of the Altruism dimension (e.g., “help others who have been absent”). Following the procedures from past studies, the definitions of “exceed my job” and “my job requirements” are provided for participants: “Behaviors that are part of your job are those that you may be rewarded for doing or punished not doing.” and “Behaviors that exceed your job requirements are those that you do not have to do – you would not be rewarded for doing them nor would you be punished for not doing them” (Clark et al., 2014; Tepper et al., 2001). Participants are instructed to rate each behavior using a 7-point response scale from 1 (Definitely exceed my job requirements) to 7 (Definitely part of my job).

For *harmony*, this study uses 16 items adapted from Chin’s (2010) study which investigated a Chinese organization. Chin’s (2010) harmony scale consists of 32 items to assess how much

harmony employees perceived in all aspects surrounding their workplace. The original measurements are composed of all factors relating to harmony, such as self-harmony, harmony of the leaders, harmony of different departments, and harmony of internal and external of organization. However, since this study focused on harmony based on the relationship among the people, 6 items including 3 for harmony with coworkers (e.g., “colleagues maintain good relationships outside work”) and 3 for harmony within a team (e.g., “my team has a cooperative spirit”) are adapted. The scale is measured by a 7-point Likert-scale ranging from (1) strongly disagree to (7) strongly agree.

Customer orientation is measured by Brown et al.’s (2002) customer orientation 12-item scale including six items for the needs dimension (e.g., “I achieve my own goals by satisfying customers”) and another six items for the enjoyment dimension (e.g., “I find it easy to smile at each of my customers”). This is assessed by using 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). This scale was widely employed in past studies, specifically those in organizational research and employee research (Donavan et al., 2004; Walsh & Beatty, 2007).

Generation is described by the birth year: Baby Boomers (1946-1959), Generation X (1960-1974), and Generation Y (1975-present). This classification was employed by Takase et al. (2009) and each cohort is referred to by Japanese classification, such as “*Dankai generation*”, “*Dankai Juniors*”, and “*Post Dankai Juniors*” (Takase et al., 2009).

Control Variables

Job Satisfaction: is measured by a three-item global satisfaction scale (e.g., “In general, I like my job”) which was used in the Michigan Organizational Assessment Questionnaire (Spector,

1997). In terms of the previous studies, some researchers mentioned that there is no empirically supported study showing the strong relationship between satisfaction and OCB (Organ, 2005; Turnipseed, 2006). Meanwhile, job satisfaction was often employed as a vital assessment relating to an employee's well-being and morale (Chin, 2015), thus this study employed satisfaction as a control variable. These three items are assessed by a 7-point Likert scale ranging from (1) strongly disagree to (7) strongly agree.

Organizational Justice: is measured by three dimensions, distributive, procedural, and interactional justice developed based on Moorman (1991). Distributive justice is measured by five items (e.g., "My work schedule is fair") that assesses the fairness of different work outcomes. Procedural justice is measured by six items (e.g., "all job decisions are applied consistently across all affected employees") examining the extent to which job decisions included mechanisms which consist of accurate and unbiased information. Lastly, interactional justice is measured by nine items (e.g., "when decisions are made about my job, my boss treats me with kindness and consideration") estimating the degree of how an employee feels their needs were understood in their organizations (Niehoff & Moorman, 1993). These 20 items are assessed by a 7- point Likert scale ranging from (1) strongly disagree to (7) strongly agree.

Organizational Support: is measured by eight items (e.g., "my organization strongly considers my goals and values") from Saks (2008) on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Organizational support predicts both job and organization engagement, thus this perception can impact employees' perception of OCB (Saks, 20008).

Organizational Commitment: is measured by five items (e.g., "I would be happy to work at my organization until I retire") from Saks (2008) on a 7-point Likert scale ranging from 1

(strongly disagree) to 7 (strongly agree). Finally, socio-demographics information (e.g., gender, education) and other job related information (e.g., years of working, role, etc.) will be asked. All measures used in the study are summarized in Table 1.

Table 1 Measurement items

ORGANIZATIONAL CITIZENSHIP BEHAVIOR (LEE AND ALLEN, 2002)
Help others who have been absent.
Willingly give your time to help others who have work-related problems.
Adjust your work schedule to accommodate other employees' requests for time off.
Go out of the way to make newer employees feel welcome in the work group.
Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.
Give up time to help others who have work or non-work problems.
Assist others with their duties.
Share personal property with others to help their work.
Attend functions that are not required but that help the organizational image.
Keep up with developments in the organization.
Defend the organization when other employees criticize it.
Show pride when representing the organization in public.
Offer ideas to improve the functioning of the organization.
HARMONY (FROM CHEN, 2015)
Colleagues maintain good relationships outside work
Colleagues maintain a friendly working atmosphere
Colleagues exercise a fair competition
My team has a cooperative spirit.
My team views our team's common interest as the top priority.
My team does not play politics.
CUSTOMER ORIENTATION (FROM BROWN ET AL., 2002)
I find it easy to smile at each of my customers.
I enjoy remembering my customer's name.
It comes naturally to have empathy for my customers.
I enjoy responding quickly to my customers' requests.
I get satisfaction from making my customers happy.
I really enjoy serving my customers.
I try to help customers achieve their goals.
I achieve my own goals by satisfying customers.
I get customers to talk about their service needs with me.
I take a problem-solving approach with my customers.
I keep the best interests of the customer in mind.
I am able to answer a customer's questions correctly.
JOB SATISFACTION (FROM SPECTOR, 1997)
In general, I like my job.
Generally speaking, I like working here.
In general, I do not like my job. (r)

ORGANIZATIONAL JUSTICE (FROM MOORMAN, 1991)

My work schedule is fair.

I think that my level of pay is fair.

I consider my work load to be quite fair.

Overall, the rewards I receive here are quite fair.

I feel that my job responsibilities are fair.

Job decisions are made by the boss in an unbiased manner.

My boss makes sure that all employee concerns are heard before job decisions are made.

To make job decisions, my boss collects accurate and complete information.

My boss clarifies decisions and provides additional information when requested by employees.

All job decisions are applied consistently across all affected employees.

Employees are allowed to challenge or appeal job decisions made by the boss.

When decisions are made about my job, the boss treats me with kindness and consideration.

When decisions are made about my job, the boss treats me with respect and dignity.

When decisions are made about my job, the boss is sensitive to my personal needs.

When decisions are made about my job, the boss deals with me in a truthful manner.

When decisions are made about my job, the boss shows concern for my rights as an employee.

Concerning decisions made about my job, the boss discusses the implications of the decisions with me.

The boss offers adequate justification for decisions made about my job.

When making decisions about my job, the boss offers explanations that make sense to me.

My boss explains very clearly any decision made about my job.

ORGANIZATIONAL SUPPORT (FROM SAKS, 2008)

My organization really cares about my well-being.

My organization strongly considers my goals and values.

My organization shows little concern for me.

My organization cares about my opinions.

My organization is willing to help me if I need a special favor.

Help is available from my organization when I have a problem.

My organization would forgive an honest mistake on my part.

If given the opportunity, my organization would take advantage of me.

ORGANIZATIONAL COMMITMENT (FROM SAKS, 2008)

I would be happy to work at my organization until I retire.

Working at my organization has a great deal of personal meaning to me.

I really feel that problems faced by my organization are also my problems.

I feel personally attached to my work organization. I am proud to tell others I work at my organization.

I feel a strong sense of belonging to my organization.

CHAPTER FOUR: RESULTS

Pilot Study

A pilot study was conducted to test the survey instrument by examining the constructs used in this study in terms of their face validity and correlations. In addition, participants were asked to comment on the clarity of survey instructions and questions. A total of 37 Japanese employees who had worked or currently are working in the hospitality industry participated in the pilot study. Based on the screening questions, 6 participants were dropped from taking this survey, resulting in total of 31 qualified respondents.

Of the 31 participants, 87% are female and 10% are male. The majority of the sample population is Generation Y (97 %) approximately 20 to 30 years old, and the average age is 27 years old. Most of the participants live in Tokyo (68%). Working experience in the hospitality industry is widely spread, and most of participants are working for 6 to 10 years (44%). In terms of industry, 40% of participants are from the hotel industry followed by restaurants (23%). Most participants work in guest service relations (90%) rather than in managerial positions. Almost half of the participants are working as full time employees (52 %), whereas others are working as part-time employees (48%). As for the participants' marital status, 70% are a single. The education level varies from high school (20%) to 4 years of college (37%). Table 2 provides detailed information of this pilot study's sample demographics.

Table 2 Sample Demographics (N=31)

CATEGORIES	FREQUENCIES	PERCENTAGE (%)
GENDER		
MALE	3	10
FEMALE	26	87
NO ANSWER	1	3
AGE		
18-25	9	30
26-30	16	52
31-35	5	16
36-40	1	3
WORKING EXPERIENCE		
1 YEAR OR LESS	5	16
2 - 5 YEAR	9	28
6 - 10 YEAR	14	44
11 YEARS OR MORE	2	6
PLACE TO WORK		
TOKYO	21	68
KANAGAWA	1	3
MIYAGI	1	3
SAITAMA	1	3
GIFU	1	3
AICHI	1	3
NAGANO	1	3
OTHER	3	10
TYPE OF INDUSTRY		
HOTEL	12	40
RESTAURANT	7	23
AIRLINE	1	3
WEDDING	1	3
THEME PARK	1	3
TRAVEL	2	7
AGENCY	3	10
MICE INDUSTRY	3	10

Pilot Study Results

Table 3 presents the descriptive statistics and correlations of all constructs of the pilot study. The Cronbach's alpha of constructs ranged from .709 to 0.954, indicating that the multiple items consistently measured the purported constructs at an acceptable level. There were positive correlations between main variables (customer orientation and harmony) and two dimensions of OCB (OCB-Altruism and OCB-General compliance). First, the OCB-Altruism dimension showed strong correlations with both customer orientation ($r=.57$, $p=.001$) and harmony ($r=.56$, $p=.001$). Next, the OCB-General compliance dimension also showed significant correlations with customer orientation ($r=.48$, $p=.007$) and harmony ($r=.47$, $p=.008$). These results suggest that Japanese cultural-based characteristics, customer orientation and harmony, are highly correlated with two OCB dimensions, and these linear relationships are appropriate for conducting the regression analysis in the main study.

Table 3 Descriptive statistics, reliability coefficients, and correlations (N=31)

VARIABLES (NUMBER OF ITEMS)	ME AN	STD V	α	OCB -A	OCB -GC	CO	H	JS	OJ	OS
OCB-Altruism (8 items)	5.5	.87	.78							
OCB-General Compliance (8 items)	5.5	.98	.84	.38*						
Customer Orientation (12 items)	6.03	.79	.92	.57**	.48**					
Harmony (6 items)	5.52	1.90	.86	.56**	.47**	.85**				
Job Satisfaction (3 items)	6.08	1.03	.83	.45*	.60**	.76**	.69**			
Organizational Justice (20 items)	4.61	1.03	.95	.39*	.36*	.67**	.73**	.51**		
Organizational Support (8 items)	4.71	1.01	.71	.23	.29	.60**	.57**	.41*	.89**	
Organizational Commitment (6 items)	4.42	1.38	.87	.37*	.41*	.57**	.66**	.55**	.70**	.71*

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

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

STDV=Standard Deviation, OCB-A=Organizational Citizenship Behavior-Altruism, OCB-GC=Organizational Citizenship Behavior-General Compliance, CO=Customer Orientation, H=Harmony, JS= Job Satisfaction, OJ=Organizational Justice, OS=Organizational Support

Main Study

Sample Description

Based on two qualifying questions (1) Are you 18 years old or older? (2) Are you currently working in the hospitality industry?, participants were screened and a total of 360 Japanese adults currently working in the hospitality industry participated in the online survey. Due to missing information, 57 respondents are excluded and a total of 303 respondents are used for analysis.

Of the 303 participants, 56.4% are female and the average age is 32 years old. The majority of the sample population is Generation Y (80 %), from 20 to 41 years old, and the older generation (Baby Boomers and Generation X) make up 20%. Most participants live in Tokyo (54.9%) followed by Kanagawa (9.2%) and Chiba (6.8%). Working experience in the hospitality industry is widely spread from less than 1 year to 21 years or more. The average working experience is 10 years, but about 40.9 % of participants have worked for 2-5 years. For the type of industry, 58.9 % of participants are from the hotel industry, followed by restaurants (11.9%) and airlines (7.3%). Most participants were frontline employees (71.4%) rather than in managerial positions. Almost half of the participants are working full time (75.6 %), whereas others are working part-time (14.9%) and annual contract employees (5.9%). As for the participants' marital status, 61.9 % are a single and 31.8% are married. The education level varies from high school (7.6%) to vocational school (28.4%) to 2 years college (5.6%), but most participants attended up to 4 years of college (55.1%). Income level also varies from "less than \$20,000 (¥2,000,000)" (22%) to "\$50,000–60,000 (¥5,000,000-6,000,000)" (12%). Table 4 provides detailed information of the main study's sample demographics.

Table 4 Main Study Sample Demographics (n=303)

CATEGORIES	FREQUENCIES	PERCENTAGE (%)
GENDER		
MALE	132	43.6
FEMALE	171	56.4
AGE		
18-25	96	32
26-30	72	24
31-35	45	15
36-40	27	9
41-50	43	14.3
51 OLDER	53	5.7
WORKING EXPERIENCE		
1 YEAR OR LESS	28	9.2
2-5 YEARS	93	30.8
6-10 YEARS	80	26.4
11-15 YEARS	37	12.2
16-20 YEARS	24	8
21 YEARS OR MORE	26	13.2
CURRENT COMPANY'S EXPERIENCE		
1 YEAR OR LESS	81	16.3
2-5 YEARS	122	40.9
6-10 YEARS	58	19.3
11-15 YEARS	18	5.9
16-20 YEARS	10	3.3
21 YEARS OR MORE	12	3.3
PLACE TO WORK (TOP 6)		
TOKYO	162	54.9
KANAGAWA	27	9.2
CHIBA	20	6.8
HOKKAIDO	13	4.4
SAITAMA	13	4.4
OSAKA	10	3.4
OTHER	50	16.9
TYPE OF INDUSTRY		
HOTEL	178	58.9
RESTAURANT	36	11.9
AIRLINE	22	7.3
WEDDING	11	3.6
THEME PARK	6	2
TRAVEL AGENCY	18	6
MICE	3	1
CATEGORIES	FREQUENCIES	PERCENTAGE (%)
OCCUPATION TYPE		

FRONTLINE EMPLOYEE	215	71.4
MANAGEMENT EMPLOYEE	65	21.6
OTHERS	21	7
MARITAL STATUS		
ENGAGED	5	1.7
SINGLE	187	61.9
MARRIED	96	31.8
DIVORCED	14	4.6
EDUCATION LEVEL		
HIGH SCHOOL DEGREE	23	7.6
VOCATIONAL SCHOOL	86	28.4
2 YEARS UNIVERSITY DEGREE	17	5.6
4 YEARS UNIVERSITY DEGREE	167	55.1
M.S. / PH.D. DEGREE	9	3
AVERAGE INDIVIDUAL ANNUAL INCOME		
LESS THAN \$20,000 (LESS THAN ¥2,000,000)	66	22
\$20,000 - \$24,999 (¥2,000,000 - ¥2,499,000)	45	15
\$25,000 - \$29,999 (¥2,500,000 - ¥2,999,000)	30	10
\$30,000 - \$39,900 (¥3,000,000 - ¥3,990,000)	55	18.3
\$40,000 - \$49,900 (¥4,000,000 - ¥4,990,000)	47	15.7
\$50,000 - \$69,900 (¥5,000,000 - ¥6,990,000)	36	12
\$70, 000 - \$89,900 (¥7,000,000 - ¥8,990,000)	9	3
\$90,000 MORE (¥9,000,000 MORE)	12	4

Preliminary Analysis

First, the OCB scale was subject to Exploratory Factor Analysis (EFA) to examine if the scale can extract the theoretical two dimensions. The initial EFA results showed a three-factor solution with two-cross loaded items (OCB-GC1 and OCB-GC2). After eliminating the two cross-loaded items, the EFA suggested a two-factor solution with 53.34% total variance explained (See Table 5). The KMO measure of sampling adequacy (.885) and Bartlett's test of sphericity ($p=.000$) indicate that the factor analysis was appropriate. The first dimension consists of 8 items of OCB-Altruism and the second dimension consists of 6 items of OCB-General Compliance.

Table 5 EFA Results (OCB Altruism and General Compliance dimensions)

ITEMS	ALT	GC
Willingly give your time to help others who have work-related problems.	.795	
Assist others with their duties.	.751	
Go out of the way to make newer employees feel welcome in the work group.	.716	
Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.	.690	
Give up time to help others who have work or non-work problems.	.689	
Help others who have been absent	.663	
Share personal property with others to help their work.	.662	
Adjust your work schedule to accommodate other employees' requests for time off.	.563	
Express loyalty toward the organization.		.800
Demonstrate concern about the image of the organization.		.784
Take action to protect the organization from potential problems.		.767
Show pride when representing the organization in public.		.671
Defend the organization when other employees criticize it.		.590
Offer ideas to improve the functioning of the organization.		.531

Note: Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

ALT= OCB-Altruism, GC=OCB-General compliance

Next, reliability and correlations of constructs are examined. The Cronbach's alpha of OCB-Altruism and OCB-General Compliance show an adequate level of internal consistency, $\alpha=.86$ and $\alpha=.82$, respectively. In addition, customer orientation ($\alpha=.91$) and harmony ($\alpha=.83$) also show high internal consistency. Finally, the Cronbach's alpha of the four control variables (job satisfaction, organizational justice, organizational support, and organizational commitment) ranged from 0.83 to 0.96. Overall, these results indicate that all constructs are reliable at an acceptable level.

There were positive correlations between the main variables (customer orientation and harmony) and the two dimensions of OCB (OCB-Altruism and OCB-General compliance). This shows there is a strong positive relationship between Japanese culture-based characteristics and in-role perception of OCB. Except for the relationship between organizational support and the OCB-Altruism dimension, all variables are highly correlated. First, the OCB-Altruism dimension showed strong correlations with both customer orientation ($r=.342$, $p=.001$) and harmony ($r=.223$, $p=.001$). Next, the OCB-General compliance dimension also showed a significant correlation with customer orientation ($r=.418$, $p=.001$) and harmony ($r=.436$, $p=.001$). In addition, customer orientation has the highest mean score ($M=5.80$), followed by job satisfaction ($M=5.58$) and OCB-Altruism ($M=5.43$). Table 6 provides detailed descriptive statistics, correlations, and reliability coefficients of the constructs used in the study.

Table 6 Descriptive Statistics, Reliability, and Correlations

VARIABLES	ME AN	STD V	α	OCB- ALT	OCB -GC	CO	H	JS	OJ	OS
OCB-Altruism (8 items)	5.43	1.12	.86							

VARIABLES	ME AN	STD V	α	OCB -ALT	OCB -GC	CO	H	JS	OJ	OS
OCB-General Compliance (6 items)	5.16	1.12	.82	.529**						
Customer Orientation (12 items)	5.80	.77	.91	.342**	.418**					
Harmony (6 items)	5.23	1.04	.82	.223**	.436**	.304**				
Job Satisfaction (3 items)	5.58	1.22	.83	.190**	.347**	.413**	.271**			
Organizational Justice (20 items)	4.50	1.22	.96	.159**	.363**	.219**	.588**	.355**		
Organizational Support (8 items)	4.37	1.08	.87-	.104	.371**	.230**	.481**	.354**	.720**	
Organizational Commitment (6 items)	4.44	1.33	.88	.210**	.466**	.362**	.412**	.577**	.539**	.553**

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

STDV=Standard Deviation, OCB-ALT=Organizational Citizenship Behavior-Altruism, OCB-GC=Organizational Citizenship Behavior-General Compliance, CO=Customer Orientation, H=Harmony, JS= Job Satisfaction, OJ=Organizational Justice, OS=Organizational Support

Hypotheses testing

Hierarchical Regression was employed to examine Japanese hospitality employees' role perceptions of OCB (OCB-Altruism and OCB-General compliance) based on customer orientation, harmony, and generation, after controlling for the four control variables (job satisfaction, organizational justice, organizational support, and organizational commitment). For regression analyses, generation, a categorical variable, was recoded as a dummy variable (1=Baby Boomers/Generation X and 0= Generation Y).

OCB-Altruism

First, regression assumptions were checked, and it was concluded that there was no violation of the assumptions of normality, linearity, homoscedasticity, independence, and multicollinearity. For normality assumption, the histogram of residuals was examined and it showed an adequate shape of bell curve. For linearity assumption, correlations were examined, and the OCB-Altruism dimension showed significant positive correlations with the main variables and control variables except for organizational support. Next, linear relationship and homoscedasticity were examined and equally scattered errors were found in the residual plot. Durbin-Watson shows 2.162, thus independence assumption was satisfied. Lastly, all VIFs except moderating effects were less than 10 which indicates there was no multicollinearity problem. To correct the high multicollinearity problems for the interaction terms, harmony and customer orientation were standardized by centering the variables.

Moving forward to the regression analysis, the four control variables (job satisfaction, organizational justice, organizational support, and organizational commitment) were entered at Step 1 ($R^2=5.7\%$, $F=4.39$, $p=.002$). Next, the three main variables (customer orientation, harmony, and generation) were entered at Step 2. Although the model fit improved significantly ($\Delta R^2=8.3\%$, $F=9.3$, $p=.000$), the overall fit of the regression model was low ($R^2=13.9\%$, $F=9.3$, $p=.00$). Customer orientation has significant positive influence on OCB-Altruism ($\beta=.284$, $t=4.59$, $p=.000$) and harmony also positively influences OCB-Altruism ($\beta=.116$, $t=1.68$, $p=.097$) at $\alpha=.10$ level. On the contrary, generation does not have any significant effect on the role perception of OCB – Altruism ($\beta=-.006$, $t=-.108$, $p=.914$).

Lastly, the moderation effect of generation on OCB-Altruism was examined by entering two interaction terms (generation*customer orientation and generation*harmony) at Step 3. The model fit improved marginally ($\Delta R^2=1.6\%$, $F=2.72$, $p=.067$) at $\alpha=.05$ level. The interaction of generation and harmony was found to be significant ($\beta=.658$, $t=2.097$, $p=.037$) but the interaction of generation and customer orientation was not significant ($\beta=.044$, $t=.087$, $p=.931$). These results suggest a possible moderation effect of generation on the relationship between harmony and OCB-Altruism. To gain further insight, a separate regression analysis was performed to examine the relationship between harmony and OCB-Altruism at each level of generation, older generations and Generation Y. Unexpectedly, however, the separate regression results showed an insignificant relationship between harmony and OCB-Altruism in both generation groups. Table 7 and Table 8 provides detailed information of the model fit changes and the overall model significances of the hierarchical regression analysis, and Table 9 shows the coefficients of hierarchical regression analysis results for OCB –Altruism.

Table 7 Model Summary - OCB-Altruism (N=303)

MODEL	R ²	R ² CHANGE	F CHANGE	SIG. F CHANGE	DURBIN-WATSON
1	.057	.057	4.391	.002	2.162
2	.139	.083	9.291	.000	
3	.155	.016	2.724	.067	

Table 8 ANOVA model for OCB-Altruism

MODEL		SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
1	Regression	21.147	4	5.287	4.391	.002 ^b
	Residual	352.792	293	1.204		

	Total	373.939	297			
MODEL		SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
2	Regression	52.082	7	7.440	6.704	.000 ^c
	Residual	321.857	290	1.110		
	Total	373.939	297			
3	Regression	58.058	9	6.451	5.881	.000 ^d
	Residual	315.881	288	1.097		
	Total	373.939	297			

Note: DF=Degree of Freedom, SIG=Significance.

Table 9 Coefficients for OCB-Altruism

MODEL		B	BETA	T	SIG.	VIF
1	(Constant)	4.352		12.718	.000	
	JOB SATISFACTION	.093	.102	1.467	.144	1.497
	ORGANIZATIONAL JUSTICE	.094	.103	1.214	.226	2.214
	ORGANIZATIONAL SUPPORT	-.096	-.092	-1.087	.278	2.245
	ORGANIZATIONAL COMMITMENT	.123	.146	1.831	.068	1.986
2	(Constant)	5.397		13.580	.000	
	JOB SATISFACTION	.014	.015	.217	.828	1.618
	ORGANIZATIONAL JUSTICE	.045	.049	.560	.576	2.590
	ORGANIZATIONAL SUPPORT	-.113	-.109	-1.328	.185	2.267
	ORGANIZATIONAL COMMITMENT	.072	.085	1.086	.278	2.087
	HARMONY	.125	.116	1.667	.097	1.618
	CUSTOMER ORIENTATION	.411	.284	4.588	.000	1.288
	GENERATION	-.017	-.006	-.108	.914	1.078
3	(Constant)	5.357		13.461	.000	
	JOB SATISFACTION	.025	.028	.397	.691	1.651
	ORGANIZATIONAL JUSTICE	.040	.043	.489	.625	2.663
	ORGANIZATIONAL SUPPORT	-.097	-.093	-1.120	.264	2.359
	ORGANIZATIONAL COMMITMENT	.054	.064	.813	.417	2.119
	HARMONY	.058	.054	.725	.469	1.883
	CUSTOMER ORIENTATION	.396	.273	4.038	.000	1.562
	GENERATION	-.051	-.018	-.321	.748	1.093
	GENERATION*HARMONY	.333	.143	2.097	.037	1.575
	GENERATION*CUSTOMER ORIENTATION	.020	.006	.087	.931	1.560

Note: Generation: 1= Boomers / Generation X and 0= Generation Y
T=T-value, SIG=Significance

OCB-General Compliance

First, regression assumptions were checked, and there was no violation of the assumptions of normality, linearity, homoscedasticity, independence, and multicollinearity. For normality assumption, the histogram of residuals is examined and it showed an adequate shape of bell curve. For linearity assumption, correlations were examined, and the OCB-Altruism dimension showed significant positive correlations with the main variables and control variables except for organizational support. Next, linear relationship and homoscedasticity were examined and equally scattered errors were found in the residual plot. Durbin-Watson shows 2.031, thus independence assumption is satisfied. Lastly, all of VIFs except moderating effects are less than 10 which indicate there is no multicollinearity problem. To correct the high multicollinearity problems for the interaction terms, harmony and customer orientation were standardized by centering the variables.

Moving forward to the regression analysis, the four control variables (job satisfaction, organizational justice, organizational support, and organizational commitment) were entered at Step 1 ($R^2=24.6\%$, $F=23.78$, $p=.000$). Next, the three main variables (customer orientation, harmony, and generation) were entered at Step 2. The model fit improved significantly ($\Delta R^2=10.2\%$, $F=15.02$, $p=.000$), the regression model explains 33.2% of the OCB-General compliance variance ($R^2=33.2\%$, $F=15.02$, $p=.000$). Customer orientation significantly influences OCB-General compliance ($\beta=.23$, $t=4.25$, $p=.000$) and harmony also significantly influences OCB-General compliance ($\beta=.231$, $t=3.82$, $p=.000$). In addition, generation has a marginally

significant impact on the role perception of OCB–General compliance ($\beta = .095$, $t = 1.93$, $p = .054$) at $\alpha = .05$ level. This result indicates that the coded group “1=Older generations” has a higher average than the reference group “0=Gen Y” with $B = .265$. Thus, the older generations have higher average of the in-role perception of the OCB –General compliance dimension than Generation Y. Additionally, out of four control variables, only organizational commitment has a significant influence on the role perception of OCB ($\beta = .214$, $t = 3.12$, $p = .002$).

Lastly, the moderation effect of generation on OCB-General compliance was examined by entering two interaction terms (generation*customer orientation and generation*harmony) at Step 3. After adding the two interaction terms, however, the model fit did not improve significantly ($\Delta R^2 = 1.1\%$, $F = 2.42$, $p = .09$). Table 10 and Table 11 provides detailed information of the model fit changes and the overall model significances of the hierarchical regression analysis, and Table 12 shows the coefficients of hierarchical regression analysis results for OCB–General compliance.

Table 10 Coefficients for OCB-General compliance dimension

MODEL	R ²	R ² CHANGE	F CHANGE	SIG. F CHANGE	DURBIN-WATSON
1	.246	.246	23.779	.000	2.031
2	.347	.102	15.016	.000	
3	.358	.011	2.426	.090	

Table 11 ANOVA model for OCB-General Compliance dimension

MODEL		SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
1	Regression	91.006	4	22.752	23.779	.000 ^b
	Residual	279.385	292	.957		
	Total	370.392	296			

MODEL		SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
2	Regression	128.683	7	18.383	21.980	.000 ^c
	Residual	241.709	289	.836		
	Total	370.392	296			
3	Regression	132.701	9	14.745	17.803	.000 ^d
	Residual	237.691	287	.828		
	Total	370.392	296			

Note: DF=Degree of Freedom, SIG=Significance.

Table 12 Coefficients for OCB-General Compliance dimension

MODEL		B	BETA	T	SIG.	VIF
1	(Constant)	2.684		8.794	.000	
	JOB SATISFACTION	.100	.110	1.761	.079	1.497
	ORGANIZATIONAL JUSTICE	.071	.078	1.028	.305	2.220
	ORGANIZATIONAL SUPPORT	.108	.104	1.364	.174	2.246
	ORGANIZATIONAL COMMITMENT	.254	.303	4.234	.000	1.982
2	(Constant)	3.947		11.431	.000	
	JOB SATISFACTION	.028	.031	.511	.610	1.617
	ORGANIZATIONAL JUSTICE	-.009	-.010	-.131	.896	2.597
	ORGANIZATIONAL SUPPORT	.070	.067	.939	.348	2.269
	ORGANIZATIONAL COMMITMENT	.180	.214	3.120	.002	2.085
	HARMONY	.248	.231	3.821	.000	1.618
	CUSTOMER ORIENTATION	.331	.230	4.253	.000	1.290
	GENERATION	.265	.095	1.933	.054	1.079
3	(Constant)	3.982		11.501	.000	
	JOB SATISFACTION	.026	.028	.462	.644	1.650
	ORGANIZATIONAL JUSTICE	.005	.005	.066	.947	2.672
	ORGANIZATIONAL SUPPORT	.060	.057	.791	.430	2.363
	ORGANIZATIONAL COMMITMENT	.172	.205	2.982	.003	2.117
	HARMONY	.195	.182	2.802	.005	1.883
	CUSTOMER ORIENTATION	.374	.259	4.380	.000	1.565
	GENERATION	.229	.082	1.666	.097	1.095
	GENERATION*HARMONY	.293	.126	2.120	.035	1.576
	GENERATION*CUSTOMER ORIENTATION	-.287	-.083	-1.406	.161	1.561

Note: Generation: 1= Boomers / Generation X and 0= Generation Y
T=T-value, SIG=Significance

Summary of Results

Harmony has a significant positive relationship with both OCB-Altruism and OCB-General compliance. Thus, Hypothesis 1 is supported. Similarly, customer orientation has a significant positive relationship with both OCB dimensions, thus Hypothesis 2 is supported. For generational differences, there is no significant difference in OCB–Altruism, thus Hypothesis 3a is not supported. However, there is a marginally significant generational difference in OCB–General compliance, providing support for Hypothesis 3b. Finally, the results for moderating effects of generation fail to provide sufficient and consistent evidence for Hypothesis 4a and Hypothesis 4b.

CHAPTER FIVE: DISCUSSIONS, IMPLICATIONS, AND LIMITATIONS AND FUTURE RESEARCH

Discussions

From hypotheses testing, H1, H2 are supported, and H3b is partially supported (See Figure 2 for summary). The results indicate that Japanese culture-based organizational characteristics, harmony and customer orientation, provide empirical evidence to increase employees' positive performance for the organization via perceiving OCB as in-role rather than extra-role. In addition, generational difference shows that older generations have higher in-role perceptions of OCB-General compliance than Generation Y. These results offer the following detailed discussions.

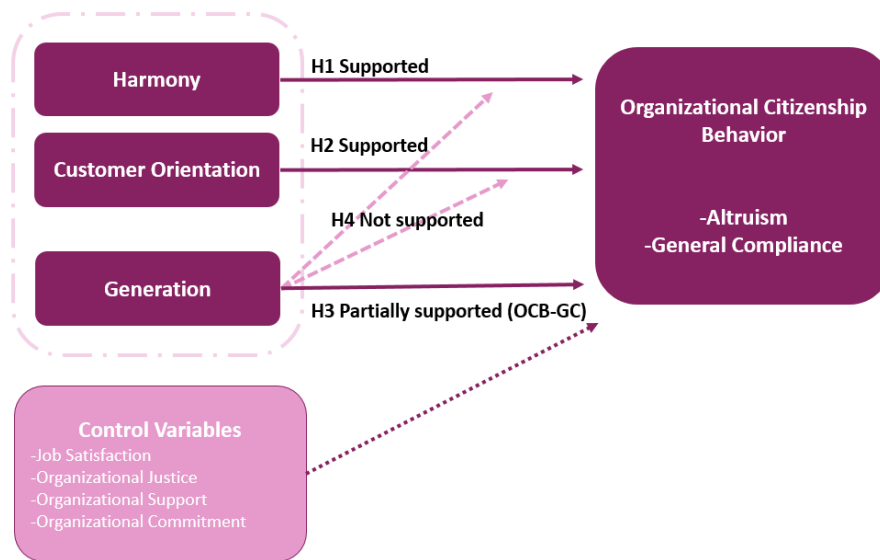


Figure 2 Summary Results of Hypotheses Testing

First, the results of H1 indicate that harmony has a significant positive relationship with in-role perceptions of both OCB-Altruism and OCB-General compliance, and the relationship is more

significant with OCB-General compliance than with OCB-Altruism. These findings suggest that Japanese employees who perceive the workplace environment as harmonious view OCB as part of their job, thus they are more likely to engage the OCB. This result is consistent with previous studies that emphasize the collectivistic cultural tendency of focusing on the in-group relationship (Okazaki 1997; Xun 1998; Tafari & Smith, 2001; Wang, 2015), and Japanese employees may not regard most of their jobs as extra-role behavior (Wang, 2014).

Second, the results of H2 indicate that Japanese employees who have higher customer orientation are more likely to perceive OCB as part of their job requirements. This finding is consistent with previous studies which found a significant positive correlation between customer orientation and OCB (Donavan, 2004; Farrell & Oczkowski 2009). In spite of the strong positive relationship between customer orientation and OCB, some researchers argue that customer orientation may have a negative relationship with collectivistic culture. For example, Huff and Kelly (2005) found the lowest customer orientation among Asian and Western countries to be in Japanese organizations, and this is because collectivistic culture values in-group relationships (organization) more than out-group (customers). However, the result of customer orientation in this study shows the highest mean score within the all variables and a significant enough relationship with in-role perception of OCB in the Japanese hospitality industry. Additionally, the strong correlations between customer orientation and harmony in this study provide that customer orientation and collectivistic culture can co-exist in Japanese organizations despite the statement from the previous studies (e.g. Fukuyama, 1995; Huff & Kelly, 2005). This strong positive relationship between customer orientation and harmony (collectivistic culture) can be considered a unique characteristic in the Japanese hospitality industry. Past studies which were conducted

with Japanese bankers showed a negative relationship between customer orientation and collectivistic culture due to their high loyalty towards their organization (Huff & Kelly, 2005), and most previous studies which examined customer orientation mainly focused on the retail or manufacturing industries (Frank et al., 2013; Konishi, 2009; Murakoshi, 1994). There was no study which reveals a positive relationship between high levels of customer orientation in collectivistic culture in Japan; thus, this positive relationship in the Japanese hospitality industry warrants further investigation.

Third, generational difference between Generation Y and older generations (Generation X and Baby Boomers combined) is found in OCB–General compliance. Specifically, results suggest that older generations have a higher in-role perception of OCB–General compliance than Generation Y. Previous studies suggest that the older generation focuses on the organization while the younger generation focuses on the individual relationship (Lam & Meeks, 2009; Lub et al., 2009; Parry & Urwin, 2011). Similarly, the results from this study suggest that Japanese older generations have a wider job definition, especially tasks or behaviors which benefit their organizations directly, than does Generation Y. On the other hand, no significance was found in the generational difference with in-role perception of the OCB–Altruism dimension. This finding suggests that both young and old generations have similar values regarding the role perception of OCB–Altruism. Regardless of generations, Japanese employees view the act of helping other individuals as basic manners in collectivistic Japanese culture.

Last but not least, this research notes that the OCB definition and measurement scale may have clarity issues in assessing employees in the Japanese hospitality industry. Previous studies suggest that people from collectivistic cultures, especially Japanese, perceive OCB as in-role more

than people from individualistic cultures (Hui et al, 2015; Kwantes et al., 2008; Morrison, 1994; Wang, 2015). This broad job definition tendency among Japanese employees could have contributed to the obscurity in the role definition of OCB by making it difficult for them to determine their job boundaries. In fact, during the pilot study, several participants expressed some confusion in regards to the in-role and extra-role definitions of OCB and “evaluation / rewarded” towards their job definition. These employees believe that their volunteer behaviors are evaluated by managers and coworkers officially in Japan although they are defined as extra-role behavior by organizations. This conflict of volunteer behaviors not being truly based on volunteerism due to being subject to formal evaluation is expected because of the Japanese high-context oriented culture. Specifically, Japanese organizations do not explicitly communicate what they expect their employees to perform OCB; however, in reality, they implicitly expect their employees to perform in regards to OCB without an official statement. As a results, there is a possibility that Japanese employees may feel pressured to perform extra-role OCB in the workplace to meet their organizations’ implicit expectations. Basically, OCB may exist in the Japanese hospitality organizations as a tacit consent. This broader job definition and high-context oriented culture may confuse Japanese employees in indicating the level of in-role/extra-role OCB due to the loose job definition.

Theoretical Implications

This study provides three theoretical implications. First, this study focused on the cultural characteristics to examine their relationship with the role perception of OCB. Identifying the factors that increase in-role perception of OCB is important because a high in-role perception of

OCB leads to actual citizenship behaviors. Although there are plenty of previous studies of OCB dimensions in different cultural contexts (Farh et al., 2004; Kwantes et al., 2008; Moorman and Blakely, 1995; Pain & Organ, 2000; Wang 2015), only a few studies have examined cultural characteristics to increase the in-role perception of OCB. In addition, even though previous studies examined harmony, customer orientation, and OCB, there is no study that examined all three variables together. By using the Japanese hospitality industry context, this study emphasizes the importance of workplace harmony and customer orientation for enhancing the organizational effectivity and efficiency through OCB. Thus, this research provides researchers with a culture-based organizational characteristic framework and encourages future studies to identify more antecedents based on cultural characteristics in OCB research.

Second, this study contributes to hospitality organizational behavior literature by documenting some unique organizational characteristics in the Japanese hospitality industry. For Japanese organizations, OCB is a familiar concept that employees are naturally used to, and Japanese businesses are generally known for highly customer-oriented employees and harmony-oriented work culture (Haghirian, 2010; Konishi, 2009; Kwantes et al., 2008; Moorman & Blackely, Murakoshi, 1994; 1995; Wang, 2015) However, little empirical research has been conducted to examine those characteristics in the Japanese hospitality industry. This research provides empirical evidence for the high levels of customer orientation, workplace harmony, and OCB in Japanese hospitality organizations.

Third, this research documents a generational difference in OCB-General compliance within Japanese hospitality employees. Understanding work values of different generations are considered essential to improve organizational efficiency in service management literature (Chen

& Choi, 2008; Lam & Meeks, 2009; Lub et al., 2011; Parry & Urwin, 2011); however, most of those studies focus on individualistic cultural context, such as that of the United States. In fact, this study employed the Japanese specific generational categorization and provided a challenge for future study. For instance, generational categorization in Japan slightly differs from generational categorizations in the United States or other Western countries in regard to the range of Generation Y. The Japanese generational categorization scheme has a wide Generation Y which includes a slightly older age range that usually belongs to Generation X in categorization schemes in the United States or other Western countries. In regards to this study, 80% of Millennial samples are also caused by wider range of Post Dankai Juniors, and this generation may be able to be divided into two generations (e.g. Generation Y and younger generation) in order to assess generational differences by incorporating an emerging youngest generation in the industry. This research provides insight for future researchers in the area of generational research by providing evidence of generational differences in regards to OCB related work values among Japanese hospitality employees, the challenge of employing the culture-based generational cohorts, and concerns of the new generational categories.

Managerial Implications

Through this study, four managerial implications are recommended based on the contribution of culture-based characteristics and generational differences in order to enhance organizational performance within the hospitality industry. First of all, customer orientation should be considered as an essential element for an effective hiring system in Japanese organizations.

Specifically, the Japanese hospitality industry needs to understand the value of customer orientation not only for customer service aspect, but also for the organizational productivity aspect.

Next, managers working in the Japanese hospitality industry must pay attention to maintain a harmonious workplace environment in order to effectively cultivate their employees' OCB. Managers should encourage their employees to help each other, have meetings, and exchange their opinions frequently. Even more importantly, workplace harmony should be sustained in both horizontal relationships (among coworkers) and vertical relationships (supervisors and subordinates) in the organizations. All relationships should be considered for improving their workplace harmony, which results in enhancing employees' performance.

Third, human resources managers need to understand the discrepancies in the work values between young and older generations in implementing training and development programs. Although helping behaviors towards others in the workplace are perceived similarly by young and older generations, the younger generation employees are less likely to view those jobs directly focused on their organizations' benefit as a part of their job compared to older generations. In this regard, human resources managers need to develop strategies to increase in-role perceptions of organizational benefit OCB for younger generation employees. Providing training programs or events specifically designed for younger employees can enhance their interests in the organizations. Guiding the younger employees to understand the organization's importance by providing several training programs can be costly for the organization; however, it is necessary encouragement to increase the younger generation's OCB.

Last of all, this study's results suggest managerial understanding in the global organizations toward culture and generation has an impact on the role-perception of OCB. Globalized

organizations that have diverse employees need to recognize that their employees' perception of OCB may differ depending on their cultural background. In other words, a gap between managers' and employees' OCB culture may reduce in-role perception of OCB which results in diminishing organizational performance. In addition, difference in the work values also may depend on each cultural and generational categorization. Since it is not practical to consider all of these differences, international organizations which accommodate employees with various cultural backgrounds should create appropriate training programs which fit in with the local culture and employees.

Limitations and Future Research

There are several limitations in this study. First, because the survey was distributed through the snowball sampling, the samples are skewed to Generation Y and hotel employees. In particular, the small sample size for the older generation is one of the biggest challenges in this research. Although the total sample size is large, most participants are Generation Y, and only 20 % of the total sample is older generation. Therefore, the results of generational differences and moderation effects of generation may have been affected due to the uneven sample sizes of the generational groups. In addition, most participants in this study are drawn from the hotel industry. This is another drawback in the research because customer orientation may differ in the industry (e.g. hotel industry vs. tourism industry) or working field (customer service vs. marketing / managerial position / finance). Future study is suggested to collect more representative samples by using probability sampling techniques to examine generational effects better and increase generalizability of the findings.

Second, both OCB-Altruism and OCB-General compliance showed relatively low R-squares, especially in the Altruism dimension. In other words, there might be other variables that can help explain the role perception of OCB in the Japanese hospitality industry. Interestingly, the control variables included in this study are frequently employed in the previous studies of OCB research; nevertheless, most of them were not useful in explaining the role perception of OCB in this research. Future researchers are suggested to employ variables that describe the supervisor and subordinates' relationship, such as the quality of Leader-Member Exchange model (LMX) based on social exchange theory. Since this study provides the evidence for workplace harmony as an important element to improve Japanese employees' in-role perception of OCB, supervisors' and subordinates' relationship can be considered as an essential factor to enhance employees' in-role perception by maintaining a comfortable environment in the workplace. In fact, previous studies confirm that there is a significant contribution from the quality of LMX to performing OCB as in-role (Deluga, 1994). Future study can accommodate this variable to examine in-role perception of OCB.

Third, the OCB definition and measurement scale may have clarity issues in assessing employees in the Japanese hospitality industry. Japanese employees may expect to be rewarded by performing OCB due to the ambiguity of job definition and high-context oriented culture, and this expectation allows each employee to have his/her own definition of job requirements. Consequently, Japanese employees always struggle to know if their volunteer behavior is officially required or not when they face OCB in a Japanese context. Thus, the perception of OCB in Japanese context may deviate from the traditional definition of OCB explained as "a behavior which is not rewarded officially". Therefore, this study alerts researchers to the fact that there is a

possibility of OCB's definition and in/extra-role perception being difficult to correctly capture in the Japanese context. Future researchers are strongly encouraged to clarify the meaning and role definitions of OCB and better refine the OCB role definition scale to apply to collectivistic culture employees, especially those in high-context oriented culture.

APPENDIX A:
SURVEY

[Screening Question]

Are you 18 years or older? [Yes No]

Are you currently working (or previously worked) in the hospitality industry? [Yes No]



The following items are work-related behaviors. Please indicate to what extent you perceive each behavior as beyond or part of your job. **Behaviors that are part of your job** are those which you may be rewarded for doing or punished not doing. **Behaviors that exceed your job requirements** are those which you do not have to do, and you would not be rewarded for doing them nor would you be punished for not doing them.

1=definitely exceeds my job requirements	7=definitely part of my job requirements						
Help others who have been absent.	1	2	3	4	5	6	7
Willingly give your time to help others who have work-related problems.	1	2	3	4	5	6	7
Adjust your work schedule to accommodate other employees' requests for time off.	1	2	3	4	5	6	7
Go out of the way to make newer employees feel welcome in the work group.	1	2	3	4	5	6	7
Show genuine concern and courtesy toward coworkers, even under the most trying business or personal situations.	1	2	3	4	5	6	7
Give up time to help others who have work or non-work problems.	1	2	3	4	5	6	7
Assist others with their duties.	1	2	3	4	5	6	7
Share personal property with others to help their work.	1	2	3	4	5	6	7
Attend functions that are not required but that help the organizational image.	1	2	3	4	5	6	7
Keep up with developments in the organization.	1	2	3	4	5	6	7
Defend the organization when other employees criticize it.	1	2	3	4	5	6	7
Show pride when representing the organization in public.	1	2	3	4	5	6	7
Offer ideas to improve the functioning of the organization.	1	2	3	4	5	6	7
Express loyalty toward the organization.	1	2	3	4	5	6	7
Take action to protect the organization from potential problems.	1	2	3	4	5	6	7
Demonstrate concern about the image of the organization.	1	2	3	4	5	6	7

Reflect your perceptions regarding the workplace atmosphere. Please indicate your level of agreement/disagreement on each statement.

	1=strongly disagree				7= strongly agree		
Colleagues maintain good relationships outside work	1	2	3	4	5	6	7
Colleagues maintain a friendly working atmosphere	1	2	3	4	5	6	7
Colleagues exercise a fair competition	1	2	3	4	5	6	7
My team has a cooperative spirit.	1	2	3	4	5	6	7
My team views our team's common interest as the top priority.	1	2	3	4	5	6	7
My team does not play politics.	1	2	3	4	5	6	7

The following statements are about yourself at work. Please indicate your level of agreement/disagreement on each statement.

	1=strongly disagree				7=strongly agree		
I find it easy to smile at each of my customers.	1	2	3	4	5	6	7
I enjoy remembering my customer's name.	1	2	3	4	5	6	7
It comes naturally to have empathy for my customers.	1	2	3	4	5	6	7
I enjoy responding quickly to my customers' requests.	1	2	3	4	5	6	7
I get satisfaction from making my customers happy.	1	2	3	4	5	6	7
I really enjoy serving my customers.	1	2	3	4	5	6	7
I try to help customers achieve their goals.	1	2	3	4	5	6	7
I achieve my own goals by satisfying customers.	1	2	3	4	5	6	7
I get customers to talk about their service needs with me.	1	2	3	4	5	6	7
I take a problem-solving approach with my customers.	1	2	3	4	5	6	7
I keep the best interests of the customer in mind.	1	2	3	4	5	6	7
I am able to answer a customer's questions correctly.	1	2	3	4	5	6	7

The following statements are about your general feelings about your job. Please indicate your level of agreement on each statement.

	1=strongly disagree			7=strongly agree			
In general, I like my job.	1	2	3	4	5	6	7
Generally speaking, I like working here.	1	2	3	4	5	6	7
In general, I do not like my job.	1	2	3	4	5	6	7

The following statements are about your general perceptions about your organization. Please indicate your level of agreement on each statement.

	1=strongly disagree			7=strongly agree			
My work schedule is fair.	1	2	3	4	5	6	7
I think that my level of pay is fair.	1	2	3	4	5	6	7
I consider my work load to be quite fair.	1	2	3	4	5	6	7
Overall, the rewards I receive here are quite fair.	1	2	3	4	5	6	7
I feel that my job responsibilities are fair.	1	2	3	4	5	6	7
Job decisions are made by the supervisor in an unbiased manner.	1	2	3	4	5	6	7
Supervisor makes sure that all employee concerns are heard before job decisions are made.	1	2	3	4	5	6	7
To make job decisions, my supervisor collects accurate and complete information.	1	2	3	4	5	6	7
My supervisor clarifies decisions and provides additional information when requested by employees.	1	2	3	4	5	6	7
All job decisions are applied consistently across all affected employees.	1	2	3	4	5	6	7
Employees are allowed to challenge or appeal job decisions made by the supervisor.	1	2	3	4	5	6	7
When decisions are made about my job, the supervisor treats me with kindness and consideration.	1	2	3	4	5	6	7
When decisions are made about my job, the supervisor treats me with respect and dignity.	1	2	3	4	5	6	7
When decisions are made about my job, the supervisor is sensitive to my personal needs.	1	2	3	4	5	6	7
When decisions are made about my job, the supervisor deals with me in a truthful manner.	1	2	3	4	5	6	7

When decisions are made about my job, the supervisor shows concern for my rights as an employee.	1	2	3	4	5	6	7
Concerning decisions made about my job, the supervisor discusses the implications of the decisions with me.	1	2	3	4	5	6	7
The supervisor offers adequate justification for decisions made about my job.	1	2	3	4	5	6	7
When making decisions about my job, the supervisor offers explanations that make sense to me.	1	2	3	4	5	6	7
The supervisor explains very clearly any decision made about my job.	1	2	3	4	5	6	7

The following statements are about your general perceptions about your organizational support. Please indicate your level of agreement on each statement.

	1=strongly disagree				7=strongly agree		
My organization really cares about my well-being.	1	2	3	4	5	6	7
My organization strongly considers my goals and values.	1	2	3	4	5	6	7
My organization shows little concern for me.	1	2	3	4	5	6	7
My organization cares about my opinions.	1	2	3	4	5	6	7
My organization is willing to help me if I need a special favor.	1	2	3	4	5	6	7
Help is available from my organization when I have a problem.	1	2	3	4	5	6	7
My organization would forgive an honest mistake on my part.	1	2	3	4	5	6	7
If given the opportunity, my organization would take advantage of me.	1	2	3	4	5	6	7

The following statements are about your overall perceptions at work. Please indicate your level of agreement/disagreement on each statement.

	1=strongly disagree				7=strongly agree		
I would be happy to work at my organization until I retire.	1	2	3	4	5	6	7
Working at my organization has a great deal of personal meaning to me.	1	2	3	4	5	6	7
I really feel that problems faced by my organization are also my problems.	1	2	3	4	5	6	7
I feel personally attached to my work organization.	1	2	3	4	5	6	7
I am proud to tell others I work at my organization.	1	2	3	4	5	6	7
I feel a strong sense of belonging to my organization.	1	2	3	4	5	6	7

Background Information:

Your gender? Male ☐ Female ☐

Your age: _____ years old

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

[_____] years]

How many years have you been working in the current company?

[_____] years]

What is the industry that you are working to fill out this survey?

- ☐ Hotel (All of sections in the hotel are considered)
- ☐ Restaurant (Individual Restaurant only. Restaurant at the hotel is “Hotel” section)
- ☐ Airline
- ☐ Wedding
- ☐ Theme park
- ☐ MICE
- ☐ Other (specify):

Are you?

- ☐ Full time employee
- ☐ Semi-full time employee
- ☐ Part time employee

What is your occupation?

- ☐ Guest contact employee
- ☐ Managerial position
- ☐ Other (specify):

Which department do you work for?

[_____]

Which prefecture do you work at? Please specify the latest prefecture.

[_____]

Marital status: Single ☐ Married ☐ Other (specify) ☐

Please indicate your education level:

- ☐ Junior high school degree (compulsory education)
- ☐ High school degree
- ☐ Vocational school
- ☐ 2 years University degree
- ☐ 4 years University degree
- ☐ Graduate school (Masters'/MD/Ph.D./ED)

Please indicate your household income level:

- ☐ Less than ¥2,000,000
- ☐ ¥2,000,000 - ¥2,990,000
- ☐ ¥3,000,000 - ¥3,990,000
- ☐ ¥4,000,000 - ¥4,990,000
- ☐ ¥5,000,000 - ¥5,990,000
- ☐ ¥6,000,000 - ¥7,990,000
- ☐ ¥8,000,000 - ¥9,990,000
- ☐ ¥10,000,000 or more

APPENDIX B:
IRB APPROVAL LETTER



University of Central Florida Institutional Review Board
Office of Research & Commercialization
12201 Research Parkway, Suite 501
Orlando, Florida 32826-3246
Telephone: 407-823-2901 or 407-882-2276
www.research.ucf.edu/compliance/irb.html

Approval of Exempt Human Research

From: **UCF Institutional Review Board #1**
FWA00000351, IRB00001138

To: **Yoko Negoro and Co-PI: Hee Jung Ro**

Date: **March 29, 2016**

Dear Researcher:

On 03/29/2016, the IRB approved the following activity as human participant research that is exempt from regulation:

Type of Review: Exempt Determination
Project Title: Organizational Citizenship Behavior Research
Investigator: Yoko Negoro
IRB Number: SBE-16-12119
Funding Agency:
Grant Title:
Research ID: N/A

This determination applies only to the activities described in the IRB submission and does not apply should any changes be made. If changes are made and there are questions about whether these changes affect the exempt status of the human research, please contact the IRB. When you have completed your research, please submit a Study Closure request in iRIS so that IRB records will be accurate.

In the conduct of this research, you are responsible to follow the requirements of the [Investigator Manual](#).

On behalf of Sophia Dziegielewski, Ph.D., L.C.S.W., UCF IRB Chair, this letter is signed by:

A handwritten signature in black ink that reads "Kanille Chay" followed by a horizontal flourish.

IRB Coordinator

REFERENCES

- Alotaibi, A. G. (2001). Antecedents of organizational citizenship behavior: A study of public personnel in Kuwait. *Public Personnel Management*, 30(3), 363-376.
- Bachrach, D. G., & Jex, S. M. (2000). Organizational Citizenship and Mood: An Experimental Test of Perceived Job Breadth. *Journal of Applied Social Psychology*, 30(3), 641-663.
- Barnard, C. I. (1938). The economy of incentives. *Classics of organization theory*, 93-102.
- Bell, B. S., Lee, S., & Yeung, S. K. (2006). Hrm: Implications for the Professionals. *Human Resource Management*, 45(3), 295–308.
- Berson, Y., & Linton, J. D. (2005). An examination of the relationships between leadership style, quality, and employee satisfaction in R&D versus administrative environments. *R&D Management*, 35(1), 51-60.
- Bies, R. J. (2005). Are procedural justice and interactional justice conceptually distinct?
- Bilgin, N., Kuzey, C., Torlak, G., & Uyar, A. (2015). An investigation of antecedents of organizational citizenship behavior in the Turkish hospitality industry: a structural equation approach. *International Journal of Culture, Tourism and Hospitality Research*, 9(2), 200-222
- Blanchy, K. (2010). Interface Design based on the philosophy of Japanese Hospitality. In *Design and Emotion*.
- Blau, P. M. (1964). *Exchange and power in social life*. Transaction Publishers.
- Bormann, C. A., & Birjulin, A. (1999). Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship behavior.

- Brief, a. P., & Motowidlo, S. J. (1986). Prosocial Organizational Behaviors. *Academy of Management Review*, 11(4), 710–725.
- Bolon, D. S. (1997). Organizational citizenship behavior among hospital employees: A multidimensional analysis involving job satisfaction and organizational commitment. *Journal of Healthcare Management*, 42(2), 221.
- Bond, M. H. (2004) Culture-Level Dimensions of Social Axioms and Their Correlates across 41 Cultures. *Journal of Cross-Cultural Psychology*, 35(5), 548-570.
- Bowen, D. E., & Schneider, B. (1988). Services marketing and management-implications for organizational-behavior. *Research in organizational behavior*, 10, 43-80.
- Brown, T. J., Mowen, J. C., Donavan, D. T., & Licata, J. W. (2002). The customer orientation of service workers: Personality trait effects on self-and supervisor performance ratings. *Journal of Marketing Research*, 39(1), 110-119.
- Cennamo, L., & Gardner, D. (2008). Generational differences in work values, outcomes and person-organisation values fit. *Journal of Managerial Psychology*, 23(8), 891-906.
- Chattopadhyay, P. (1999). Beyond direct and symmetrical effects: The influence of demographic dissimilarity on organizational citizenship behavior. *Academy of Management journal*, 42(3), 273-287.
- Chacko, H. E., Williams, K., & Schaffer, J. (2012). A conceptual framework for attracting generation Y to the hotel industry using a seamless hotel organizational structure. *Journal of Human Resources in Hospitality & Tourism*, 11(2), 106-122.
- Chen, C. C., & Chiu, S. F. (2008). An integrative model linking supervisor support and organizational citizenship behavior. *Journal of Business and Psychology*, 23(1-2), 1-10.

- Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, 31(1), 180-190.
- Chin, T. (2010). An empirical study on harmonious organizations. *Journal of Sun Yat-sen University*, 50(3), 164-174.
- Chin, T. (2015). Harmony as means to enhance affective commitment in a Chinese organization. *Cross Cultural Management*, 21(3), 326-344.
- Chinese Cultural Connection (1987). Chinese values and the search for culture-free dimensions of culture. *Journal of Cross-Cultural Psychology*, 18, 143/164.
- Clark, O. L., Zickar, M. J., & Jex, S. M. (2014). Role Definition as a Moderator of the Relationship Between Safety Climate and Organizational Citizenship Behavior Among Hospital Nurses. *Journal of Business and Psychology*, 29(1), 101–110.
- Cohen, A., & Keren, D. (2008). Individual values and social exchange variables examining their relationship to and mutual effect on in-role performance and organizational citizenship behavior. *Group & Organization Management*, 33(4), 425-452.
- Coyle-Shapiro, J. A. M., Kessler, I., & Purcell, J. (2004). Exploring Organizationally Directed Citizenship Behaviour: Reciprocity or 'It's my Job'?. *Journal of management studies*, 41(1), 85-106.
- Deal, J. J., Altman, D. G., & Rogelberg, S. G. (2010). Millennials at work: What we know and what we need to do (if anything). *Journal of Business and Psychology*, 25(2), 191-199.
- Deluga, R. J. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 67(4), 315-

326.

- Deshpandé, R., Farley, J. U., & Webster Jr, F. E. (1993). Corporate culture, customer orientation, and innovativeness in Japanese firms: a quadrad analysis. *The journal of Marketing*, 23-37.
- Deshpandé, R. (Ed.). (1999). *Developing a market orientation*. sage publications.
- DiPaola, M., & Tschannen-Moran, M. (2001). Organizational Citizenship Behavior in Schools and Its Relationship to School Climate. *Journal of School Leadership*, 11(5), 424–447.
- Donavan, D. T., Brown, T. J., & Mowen, J. C. (2004). Internal benefits of service-worker customer orientation: Job satisfaction, commitment, and organizational citizenship behaviors. *Journal of marketing*, 68(1), 128-146.
- Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997). Perceived organizational support, discretionary treatment, and job satisfaction. *Journal of Applied Psychology*, 82, 812–820
- Eisenberger, R., Fasolo, P., Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology* 75 (1), 51–59.
- Eisenberger, R., Huntington, R., Hutchison, S., Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology* 71 (3), 500–507.
- Enhart, M.G. (2004), “Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior”, *Personnel Psychology*, 57(1), 61-94.
- Frank, B., Abulaiti, G., Torrico, B. H., & Enkawa, T. (2013). How do Asia's two most important consumer markets differ? Japanese–Chinese differences in customer satisfaction and its formation. *Journal of Business Research*, 66(12), 2397-2405.
- Farrell, M.A., & Oczkowski, E. (2009). Service worker customer orientation, organization / job fit

- and perceived organisational support. *Journal of Strategic Marketing*, 17, 149–168.
- Farrell, M. A., & Oczkowski, E. (2012). Organisational identification and leader member exchange influences on customer orientation and organisational citizenship behaviours. *Journal of Strategic Marketing*, 20(4), 365-377.
- Farh, J. L., Zhong, C. B., & Organ, D. W. (2004). Organizational citizenship behavior in the People's Republic of China. *Organization Science*, 15(2), 241–253.
- Fisher, R., McPhail, R., & Menghetti, G. (2010). Linking employee attitudes and behaviors with business performance: a comparative analysis of hotels in Mexico and China. *International Journal of Hospitality Management*, 29(3), 397-404.
- Folger, R., & Konovsky, M. A. (1989). Effects of procedural and distributive justice on reactions to pay raise decisions. *Academy of Management journal*, 32(1), 115-130.
- Fu, C. H., Williams, S. C., Brammer, M. J., Suckling, J., Kim, J., Cleare, A. J., & Psych, M. R. C. (2007). Neural responses to happy facial expressions in major depression following antidepressant treatment. *The American journal of psychiatry*, 164(4), 599-607.
- Fukuyama, F. (1995). *Trust: The social virtues and the creation of prosperity*. New York: Free press.
- Fung, Y. L. (1997). *A short history of Chinese philosophy*. Simon and Schuster.
- Gautam, T., Van Dick, R., Wagner, U., Upadhyay, N., & Davis, A. J. (2005). Organizational citizenship behavior and organizational commitment in Nepal. *Asian Journal of Social Psychology*, 8(3), 305-314.
- Getty, J. M., & Getty, R. L. (2003). Lodging quality index (LQI): Assessing customers' perceptions of quality delivery. *International Journal of Contemporary Hospitality Management*, 15(2), 94-104.

- Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee Responsibilities and Rights Journal*, 4(4), 249–270.
- Gruen, T. W., Summers, J. O., & Acito, F. (2000). Relationship marketing activities, commitment, and membership behaviors in professional associations. *Journal of marketing*, 64(3), 34-49.
- Haghirian, P. (2010). *Understanding Japanese management practices*. Business Expert Press.
- Hill, R. P. (2002). Managing across generations in the 21st century: Important lessons from the ivory trenches. *Journal of Management Inquiry*, 11(1), 60.
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures et organisations: Nos programmations mentales*. Pearson Education France.
- Homburg, C., Wieseke, J., & Hoyer, W.D. (2009). Social identity and the service-profit chain. *Journal of Marketing*, 73(2), 38–54.
- Howe, N., & Strauss, W. (2007). *Millennials go to college*. Great Falls, VA: Life Course Associates.
- Hui, C., Lam, S. S., & Law, K. K. (2000). Instrumental values of organizational citizenship behavior for promotion: a field quasi-experiment. *The Journal of Applied Psychology*, 85(5), 822–828.
- Hui, C., Lee, C., & Wang, H. (2015). Organizational Inducements and Employee Citizenship Behavior: The Mediating Role of Perceived Insider Status and the Moderating Role of Collectivism. *Human Resource Management*, 54(3), 439–456.
- Judge, T. A., & Klinger, R. (2000). Promote job satisfaction through mental challenge. *Handbook of principles of organizational behavior*, 75-89.
- Kamdar, D., McAllister, D. J., & Turban, D. B. (2006). "All in a day's work": how follower individual differences and justice perceptions predict OCB role definitions and behavior. *Journal of Applied Psychology*, 91(4), 841.

- Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral science*.
- Katz, D., & Kahn, R. L. (1966). The psychology of organizations. *New York: HR Folks International*.
- Kim, W. C., & Mauborgne, R. a. (1996). Procedural Justice and Managers' In-Role and Extra-Role Behavior: The Case of the Multinational. *Management Science*, 42(4), 499–515.
- Konishi, E., Yahiro, M., Nakajima, N., & Ono, M. (2009). The Japanese value of harmony and nursing ethics. *Nursing ethics*, 16(5), 625-636.
- Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of management journal*, 37(3), 656-669.
- Kuehn, K. W., & Al-Busaidi, Y. (2002). Citizenship behavior in a non-western context: An examination of the role of satisfaction, commitment and job characteristics on self-reported OCB. *International Journal of Commerce and Management*, 12(2), 107-125.
- Kumar, R., & Goel, A. (2007). Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences. *Vikalpa: The Journal for Decision Makers*, 32(1), 145–147.
- Kupperschmidt, B. R. (2000). Multigeneration employees: strategies for effective management. *The health care manager*, 19(1), 65-hyhen.
- Kwantes, C. T., Karam, C. M., Kuo, B. C. H., & Towson, S. (2008). Culture's influence on the perception of OCB as in-role or extra-role. *International Journal of Intercultural Relations*, 32(3), 229–243.
- Lam, S. S. K., Hui, C., & Law, K. S. (1999). Organizational citizenship behavior: Comparing perspectives of supervisors and subordinates across four international samples. *Journal of Applied Psychology*, 84(4), 594–601.
- Lam, W., Chen, Z., & Takeuchi, N. (2009). Perceived human resource management practices and

- intention to leave of employees: the mediating role of organizational citizenship behaviour in a Sino-Japanese joint venture. *The International Journal of Human Resource Management*, 20(11), 2250–2270.
- Lamm, E., & Meeks, M. D. (2009). Workplace fun: the moderating effects of generational differences. *Employee Relations*, 31(6), 613–631.
- Lee, C.-S., & Chao, C.-W. (2012). Intention to “Leave” or “Stay” – The Role of Internship Organization in the Improvement of Hospitality Students’ Industry Employment Intentions. *Asia Pacific Journal of Tourism Research*, 1–17.
- Leung, K., Bond, M. H., de Carrasquel, S. R., Munoz, C., Hernandez, M., Murakami, F., Singelis, T. M. (2002). Social Axioms: The Search for Universal Dimensions of General Beliefs about How the World Functions. *Journal of Cross-Cultural Psychology*, 33(3), 286–302.
- 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
- Levitt, M. (1983). Protein folding by restrained energy minimization and molecular dynamics. *Journal of molecular biology*, 170(3), 723-764.
- Li, C. (2008). The ideal of harmony in ancient Chinese and Greek philosophy. *Dao*, 7(1), 81-98.
- Li, P. P. (2012). Toward an integrative framework of indigenous research: The geocentric implications of Yin-Yang balance. *Asia Pacific Journal of Management*, 29(4), 849-872.
- Lin, L. H., & Ho, Y. L. (2010). Guanxi and OCB: the Chinese cases. *Journal of Business Ethics*, 96(2), 285-298.
- Lincoln, J. R., & Kalleberg, A. L. (1992). *Culture, control and commitment: A study of work*

organization and work attitudes in the United States and Japan. CUP Archive.

Liu, Y., Xu, J., & Weitz, B. (2011). The role of emotional expression and mentoring in internship learning. *Academy of Management Learning and Education*, 10(1), 94–110.

Lub, X. D., Blomme, R. J., & Bal, P. M. (2011). Psychological contract and organizational citizenship behavior: A new deal for new generations. *Advances in Hospitality and Leisure*, 7(1), 109-130.

MacKenzie, S. B., Podsakoff, P. M., & Ahearne, M. (1998). Some Possible Antecedents and Consequences of In-Role and Extra-Role Salesperson Performance. *The Journal of Marketing*, 62(3), 87–98.

Magoshi, E., & Chang, E. (2009). Diversity management and the effects on employees' organizational commitment: Evidence from Japan and Korea. *Journal of World Business*, 44(1), 31–40.

Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological review*, 98(2), 224.

Mathews, G., & White, B. (Eds.). (2012). *Japan's changing generations: are young people creating a new society?*. Routledge.

Matsumoto, D. (1990). Cultural similarities and differences in display rules. *Motivation and Emotion*, 14(3), 195–214.

Matsuo, M. (2006). Customer orientation, conflict, and innovativeness in Japanese sales departments. *Journal of Business Research*, 59(2), 242-250.

Mead, G. H. (1932). The philosophy of the present.

Meyer, J. P., Paunonen, S. V., Gellatly, I. R., Goffin, R. D., & Jackson, D. N. (1989). Organizational

- commitment and job performance: It's the nature of the commitment that counts. *Journal of applied Psychology*, 74(1), 152.
- Mitchell, M. S., Cropanzano, R. S., & Quisenberry, D. M. (2012). Social exchange theory, exchange resources, and interpersonal relationships: A modest resolution of theoretical difficulties. In *Handbook of social resource theory* (pp. 99-118). Springer New York.
- Moon, M. J. (2000). Organizational commitment revisited in new public management: Motivation, organizational culture, sector, and managerial level. *Public Performance & Management Review*, 177-194.
- Moon, H., Van Dyne, L., & Wrobel, K. (2005). The circumplex model and the future of OCB research. W: DL Turnipseed. *Handbook of organizational citizenship behavior: a review of good soldier activity in organizations*.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76(6), 845–855.
- Moorman, R., & Blakely, G. (1995). Individualism-Collectivism as an Individual Difference Predictor of Organizational Citizenship Behavior. *Journal of Organizational Behavior*, 16(2), 127–142.
- Moorman, R. H., & Harland, L. K. (2002). Temporary employees as good citizens: Factors influencing their OCB performance. *Journal of Business and Psychology*, 17(2), 171-187.
- Moran, R. T., Abramson, N. R., & Moran, S. V. (2014). *Managing cultural differences*. Routledge.
- Morrison, E. W. (1994). Role Definitions and Organizational Citizenship Behavior: the Importance of the Employee's Perspective. *Academy of Management Journal*, 37(6), 1543–1567.

- Morton, L. P. (2002). Targeting generation Y. *Public Relations Quarterly*, 47(2), 46.
- Murakoshi, T. (1994). Customer-driven manufacturing in Japan. *International Journal of Production Economics*, 37(1), 63-72.
- Nan-Zhao, Z., & Teasdale, B. (Eds.). (2004). *Teaching Asia-Pacific core values of peace and harmony: a sourcebook for teachers*. Unesco Bangkok.
- Nicholls, J. A. F., & Roslow, S. (1989). Segmenting the hotel market. *Hospitality Review*, 7(1), 5.
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a Mediator of the Relationship between Methods of Monitoring and Organizational Citizenship Behavior. *Academy of Management Journal*.
- O'Connell, M. S., Doverspike, D., Norris-Watts, C., & Hattrup, K. (2001). Predictors of Organizational Citizenship Behavior Among Mexican Retail Salespeople. *The International Journal of Organizational Analysis*, 9(3), 272–280.
- Oda, T. (2006). *Six Generations in Japan*. Seiun-Sha, Tokyo (in Japanese)
- Okazaki, S. (1997). Sources of ethnic differences between Asian American and White American college students on measures of depression and social anxiety. *Journal of Abnormal Psychology*, 106(1), 52.
- Organ, D. W. (1977). A reappraisal and reinterpretation of the satisfaction-causes-performance hypothesis. *Academy of management Review*, 2(1), 46-53.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/DC Heath and Com.
- Organ, D. W. (1994). Organizational citizenship behavior and the good soldier. *Personnel selection and classification*, 53-67.
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human*

performance, 10(2), 85-97.

Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage Publications.

Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel psychology*, 48(4), 775-802.

Oshagbemi, T. (2000). How satisfied are academics with their primary tasks of teaching, research and administration and management? *International Journal of Sustainability in Higher Education*, 1(2), 124-136.

Ouchi, W. (1981). Theory Z: How American business can meet the Japanese challenge. *Business Horizons*, 24(6), 82-83.

Paine, J. B., & Organ, D. W. (2000). The Cultural Matrix of Organizational Citizenship Behavior. *Human Resource Management Review*, 10(1), 45-59.

Parry, E., & Urwin, P. (2011). Generational Differences in Work Values: A Review of Theory and Evidence. *International Journal of Management Reviews*, 13(1), 79-96.

Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107-142.

Podsakoff, P. M., & MacKenzie, S. B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestion for future research. *Human performance*, 10(2), 133-151.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and

- suggestions for future research. *Journal of management*, 26(3), 513-563.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122.
- Pond, S. B., Nacoste, R. W., Mohr, M. F., & Rodriguez, C. M. (1997). The measurement of organizational citizenship behavior: Are we assuming too much? *Journal of Applied Social Psychology*, 27(17), 1527-1544.
- Reynolds, L. A. (2005). Communicating total rewards to the generations. *Benefits Quarterly*, 21(2), 13.
- Ravlin, E. C., Liao, Y., Morrell, D. L., Au, K., & Thomas, D. C. (2012). Collectivist orientation and the psychological contract: Mediating effects of creditor exchange ideology. *Journal of International Business Studies*, 43(8), 772–782.
- Reed, K. K., & Kidder, D. L. (2005). Work is its own reward (?): Employee perceptions about rewarding organizational citizenship behaviors. *Handbook of organizational citizenship behavior: A review of 'good soldier' activity in organizations*, 243-266.
- Rioux, S. M., & Penner, L. A. (2001). The causes of organizational citizenship behavior: A motivational analysis. *Journal of Applied Psychology*, 86(6), 1306–1314.
- Safdar, S., Lewis, J. R., & Daneshpour, M. (2006). Social axioms in Iran and Canada: Intel-cultural contact, coping and adjustment. *Asian Journal of Social Psychology*, 9(2), 123–131.
- Saxe, R., & Weitz, B. A. (1982). The SOCO scale: a measure of the customer orientation of salespeople. *Journal of marketing research*, 343-351.
- Schein, E. H. (1981). Does Japanese management style have a message for American managers?.

Sloan Management Review, 23(1), 55.

Shih, W., & Allen, M. (2007). Working with Generation-D: adopting and adapting to cultural learning and change. *Library Management*, 28(1/2), 89-100.

Shragay, D., & Tziner, A. (2011). The generational effect on the relationship between job involvement, work satisfaction, and organizational citizenship behavior. *Revista de Psicología del Trabajo y de las Organizaciones*, 27(2), 143-157.

Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of applied psychology*, 68(4), 653.

Solnet, D., Kralj, A., & Kandampully, J. (2012). Generation Y Employees: An Examination of Work Attitude Differences. *Journal of Applied Management and Entrepreneurship*, 17(3), 36–54.

Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage publications.

Stamper, C. L., & Van Dyne, L. (2003). Organizational citizenship: A comparison between part-time and full-time service employees. *The Cornell Hotel and Restaurant Administration Quarterly*, 44(1), 33-42.

Strauss, W., & Howe, N. (1991). *Generations*. New York: William Morrow, 58-68.

Sugimoto, Y. (2014). *An introduction to Japanese society*. Cambridge University Press

Synodinos, N. E. (2001). Understanding Japanese consumers: some important underlying factors. *Japanese Psychological Research*, 43(4), 235-248.

Swearingen, S., & Liberman, A. (2004). Nursing generations: an expanded look at the emergence of conflict and its resolution. *The Health Care Manager*, 23(1), 54-64.

- Tafarodi, R. W., & Smith, A. J. (2001). Individualism–collectivism and depressive sensitivity to life events: the case of Malaysian sojourners. *International Journal of Intercultural Relations*, 25(1), 73-88.
- Tajeddini, K. (2010). Effect of customer orientation and entrepreneurial orientation on innovativeness: Evidence from the hotel industry in Switzerland. *Tourism Management*, 31(2), 221-231.
- Tajeddini, K., & Trueman, M. (2012). Managing Swiss Hospitality: How cultural antecedents of innovation and customer-oriented value systems can influence performance in the hotel industry. *International Journal of Hospitality Management*, 31(4), 1119-1129.
- Takaishi, K & Furukawa H., (2009) Keiei kakushin sokushin kodo ni kansuru kenkyu; shokumu jiritsusei no eikyo katei ni tuiste [A study of innovation-promotive behavior: The influencing process of job autonomy.] *Japanese Association of Industrial / Organizational Psychology Journal*. 23 (1). 43-59
- Takase, M., Oba, K., & Yamashita, N. (2009). Generational differences in factors influencing job turnover among Japanese nurses: An exploratory comparative design. *International Journal of Nursing Studies*, 46(7), 957-967.
- Tamesada, A., (2005). *Generation Y*. Nikkei Book Direct, Tokyo (in Japanese)
- Tanaka, K. I. (2013). Organizational citizenship behavior in contemporary workplace in Japan. *Japan Labor Review*, 10(3).
- Tang, T. W. (2014). Becoming an ambidextrous hotel: The role of customer orientation. *International Journal of Hospitality Management*, 39, 1-10.

- Tang, T.-W., & Tang, Y.-Y. (2012). Promoting service-oriented organizational citizenship behaviors in hotels: The role of high-performance human resource practices and organizational social climates. *International Journal of Hospitality Management*, 31(3), 885–895.
- Tao, M. (1997). *Kaisha-Ningen No Kenkyu [A study of employees identified with their company]*. Kyoto, Japan: Kyoto University Press. (In Japanese)
- Tepper, B. J., Lockhart, D., & Hoobler, J. (2001). Justice, citizenship, and role definition effects. *The Journal of Applied Psychology*, 86(4), 789–796.
- Tepper, B. J., & Taylor, E. C. (2003). Relationships among supervisors' and subordinates' procedural justice perceptions and organizational citizenship behaviors. *Academy of Management Journal*, 46(1), 97-105.
- Testa, M., & Mueller, S. (2009). Demographic and cultural predictors of international service worker job satisfaction. *Managing Service Quality*, 19(2), 195–210.
- Thompson, H. B., & Werner, J. M. (1997). The impact of role conflict/facilitation on core and discretionary behaviors: Testing a mediated model. *Journal of Management*, 23, 583–601.
- Triandis, H. C. (1995). *Individualism & collectivism*. Westview press.
- Tu, W. M. (1996). Confucian traditions in East Asian modernity: Moral education and economic culture in Japan and the four mini-dragons. *Cambridge, MA: Harvard University Press*.
- Tung, R. L. (2006). Of arts, leadership, management education, and management research: A commentary on Nancy Adler's "The arts & leadership: Now that we can do anything, what will we do?". *Academy of Management Learning & Education*, 5(4), 505-511.
- Turnipseed, D. L.(2005) *Handbook of Organizational Citizenship Behavior: A Review of" good Soldier" Activity in Organizations*. Nova Science Publishers.

- Turpin, D. V. (1995). Japanese approaches to customer satisfaction: Some best practices. *Long Range Planning*, 28(3), 8-90.
- Ueda, Y. (2011). Organizational citizenship behavior in a Japanese organization: The effects of job involvement, organizational commitment, and collectivism. *Journal of Behavioral Studies in Business*, 4(114), 215-285.
- Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of management Journal*, 37(4), 765-802.
- Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management journal*, 41(1), 108-119.
- Van Dyne, L., Vandewalle, D., Kostova, T., Latham, M., & Cummings, L. (2000). Collectivism, Propensity to Trust and Self-Esteem as Predictors of Organizational Citizenship in a Non-Work Setting. *Journal of Organizational Behavior*, 21(1), 3–23.
- Van Knippenberg, D., van Prooijen, J.-W., & Sleebos, E. (2015). Beyond social exchange: Collectivism's moderating role in the relationship between perceived organizational support and organizational citizenship behaviour. *European Journal of Work and Organizational Psychology*, 24(1), 152–160.
- Van Scotter, J. R., & Motowidlo, S. J. (1996). Interpersonal facilitation and job dedication as separate facets of contextual performance. *Journal of applied psychology*, 81(5), 525.
- Vey, M. A., & Campbell, J. P. (2004). In-role or extra-role organizational citizenship behavior: Which are we measuring?. *Human Performance*, 17(1), 119-135.
- Walz, S. M., & Niehoff, B. P. (2000). Organizational citizenship behaviors: Their relationship to

- organizational effectiveness. *Journal of Hospitality & Tourism Research*, 24(3), 301-319.
- Wang, Y. (2015). Examining organizational citizenship behavior of Japanese employees: a multidimensional analysis of the relationship to organizational commitment. *The International Journal of Human Resource Management*, 26(4), 425–444.
- Wang, Y., & Rodgers, R. (2006). Impact of Service-Learning and Social Justice Education on College Students ' Cognitive Development, 43(2), 316–337.
- Wang, J., & Wong, C. K. (2011). Understanding organizational citizenship behavior from a cultural perspective: An empirical study within the context of hotels in Mainland China. *International Journal of Hospitality Management*, 30(4), 845-854.
- Wanxian, L., & Weiwu, W. (2007). A demographic study on citizenship behavior as in-role orientation. *Personality and Individual Differences*, 42(2), 225–234.
- Webster, F. E. (2002). *Market-driven management: how to define, develop, and deliver customer value* (Vol. 28). John Wiley & Sons Incorporated.
- Weinstein, M. S. (1999). Pieces of the puzzle: solutions for community-based fisheries management from native Canadians, Japanese cooperatives, and common property researchers *The Georgetown International Environmental Law Review*, 12, 375.
- Werner, J. M. (1994). Dimensions that make a difference: Examining the impact of in-role and extra role behaviors on supervisory ratings. *Journal of Applied Psychology*, 79(1), 98-107.
- Whitehill, A. M., & TAKEZAWA, S. (1978). WORKPLACE HARMONY-ANOTHER JAPANESE MIRACLE. *Columbia Journal of World Business*, 13(3), 25-39.

- 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.
- Wong, M., Gardiner, E., Lang, W., & Coulon, L. (2008). Generational differences in personality and motivation. *Journal of Managerial Psychology*, 23(8), 878–890.
- Xiaoge, X. (1998). Asian values revisited: In the context of intercultural news communication. *Media Asia*, 25(1), 37-41.
- Yen, C. H., & Teng, H. Y. (2013). The effect of centralization on organizational citizenship behavior and deviant workplace behavior in the hospitality industry. *Tourism Management*, 36, 401-410.
- Zacher, H., Rosing, K., Henning, T., & Frese, M. (2011). Establishing the next generation at work: leader generativity as a moderator of the relationships between leader age, leader-member exchange, and leadership success. *Psychology and aging*, 26(1), 241.
- Zhang, Y. B., Lin, M. C., Nonaka, A., & Beom, K. (2005). Harmony, hierarchy and conservatism: A cross-cultural comparison of Confucian values in China, Korea, Japan, and Taiwan. *Communication Research Reports*, 22(2), 107-115.
- Zhu, Y. (2013). Individual behavior: In-role and extra-role. *International Journal of Business Administration*, 4(1), 23.
- Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2012). *Business research methods*. Cengage Learning.