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Examining the Citizenship Performance of Restaurant Servers

Michael DeNoia

University of North Georgia, denoiami@gmail.com

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Running head: RESTAURANT SERVER CITIZENSHIP

An Examination of the Citizenship Performance of Restaurant Servers

A Thesis Presented to the Honors Faculty of the
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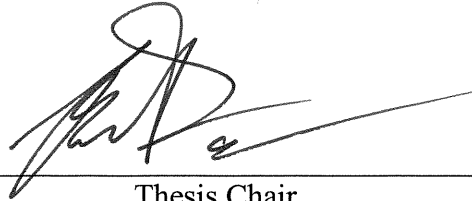
by
Michael R. DeNoia

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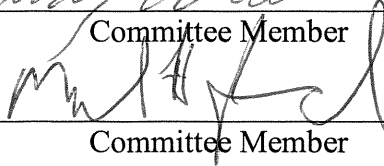
Thesis Committee:



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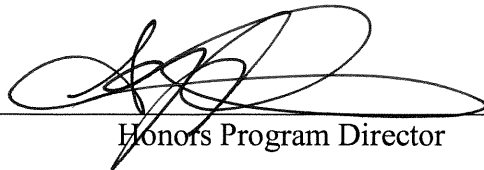


Committee Member



Committee Member

Committee Member



Honors Program Director

Abstract

Job performance is commonly represented with the two dimensions of task performance and organizational citizenship (Borman & Motowidlo, 1993; Organ, 1997). This study investigates organizational citizenship, which represents employee efforts that go above and beyond specific role responsibilities and augment the social-psychological environment in which task duties are performed (Organ, Podsakoff, and MacKenzie, 2006). The current literature on citizenship can be organized into the benefits versus the drawbacks of engaging in these behaviors. As research in this area proceeds, it will be important to consider how citizenship operates within specific industry settings. In line with this premise, the present study investigated the citizenship performance of restaurant servers specifically within the casual dining industry. Perceived organizational support (POS; Eisenberger & Hutchinson, 1986), citizenship pressure (Bolino, Turnley, Gilstrap, & Suazo, 2010), citizenship fatigue (Bolino, Hsiung, Harvey, & LePine, 2014), and sales performance were measured to assess their relationship to citizenship performance. Hypotheses were partially supported. Tenure emerged as an important variable in the study. Implications for practice and theory are discussed.

An Examination of the Citizenship Performance of Restaurant Servers

Job performance is a primary criterion of interest within Industrial-Organizational psychology (Levy, 2010). Since the beginning of the 20th century, organizational theorists have described the job performance domain with in-role and extra-role dimensions (Barnard, 1938; Katz & Kahn, 1966). Lately, the in-role/extra-role dichotomy has been reflected in the constructs of task performance and organizational citizenship, respectively. Task performance can be understood as “activities which contribute to the organization's technical core” (Borman & Motowidlo, 1993, p. 73). Task performance activities are likely found on a job description and are different between jobs (Organ, 1988). Organizational citizenship represents employee efforts to augment the social-psychological environment surrounding the execution of task performance (Borman & Motowidlo, 1993; Organ, 1997; Organ, Podsakoff, & Mackenzie, 2006). Citizenship is more subject to the discretion of the employee, more comparable between jobs, not formally prescribed by job descriptions (Organ, 1988), and includes behaviors that are characterized by helpfulness towards others, enthusiasm towards work, extra effort, and loyalty to the organization (Organ et al., 2006).

Literature Review

Organizational Citizenship Research

Following the seminal articles on organizational citizenship (Bateman & Organ, 1983; Smith, Organ, & Near, 1983), research in this area initially advanced slowly, but eventually experienced rapid growth in volume and contexts (Podsakoff, Whiting, Podsakoff, & Blume, 2009). Organizational citizenship research investigates the individual- and organizational-level antecedents and consequences of employee efforts that go above and beyond specific role responsibilities. Existing meta-analyses reveal numerous antecedents (Podsakoff, MacKenzie,

Paine, & Bachrach, 2000; Lepine, Erez, & Johnson, 2002) and consequences (Podsakoff et al., 2009) of citizenship. An expedient way of organizing the existing literature is along the lines of the benefits versus drawbacks of engaging in organizational citizenship.

Benefits of citizenship. Early research proceeded on the basis that citizenship is inherently positive. Indeed, there has been a large focus on the ways in which these “above-and-beyond” behaviors benefit employees, including those who perform them, those who are targeted by them, and the organization. Early interests focused on identifying dispositional and attitudinal antecedents (Bateman & Organ, 1983; Organ, 1988, Organ & Ryan, 1995) as well as personality predictors (Motowidlo, Borman, & Schmit, 1997; Borman, Penner, Allen, & Motowidlo, 2001). Citizenship relates to positive orientation (Alessandri, Vecchione, Tisak, Deiana, Caria, & Caprara, 2012), conscientiousness, job satisfaction, perceived fairness, organizational commitment, and leader supportiveness (Organ et al. 2006). Investigations of the consequences of citizenship reveal that helping behaviors can increase organizational effectiveness (Podsakoff & MacKenzie, 1997; Walz & Niehoff, 2000) and lead to more favorable individual performance ratings (Allen & Rush, 2008; Jawahar & Ferris, 2011). The benefits of citizenship have been well-received by the growing field of positive organizational behavior (Luthans, 2002) and continue to be a focus in research.

Drawbacks of citizenship. In contrast, recent theoretical work critically evaluates the positive organizational scholarship movement (Fineman, 2006), challenges the fundamental conception of citizenship as inherently positive (Bolino, Turnley, & Niehoff, 2004), and proposes a more nuanced understanding of citizenship (Bergeron, 2007). Moreover, citizenship behaviors are theorized to result in job creep – the gradual expansion of role responsibilities to include citizenship (Van Dyne & Ellis, 2004); escalating citizenship – whereby greater amounts

of citizenship are necessary to be considered above and beyond (Bolino & Turnley, 2003); job stress (Bolino et al., 2010), and other personal and professional costs (Bolino, Klotz, Turnley, & Harvey, 2013).

Though traditional interpretations of the inverse relationship between counterproductive workplace behaviors (CWB) and organizational citizenship have considered these constructs to represent opposite ends of a single continuum (i.e., more citizenship necessitates less CWB), recent work suggests that these two constructs are fairly distinct factors (Dalal, 2005).

Citizenship may facilitate moral licensing (Klotz & Bolino, 2013) whereby employees who engage in helping behaviors feel free to engage in CWB at a later time. Alternatively, citizenship may be a means by which to compensate for previous CWB (Spector & Fox, 2010). Lastly, the traditional conceptualization of a purely positive linear relationship between citizenship and task performance has also been called into question (Bergeron, 2007) and the alternative non-monotonic relationship has been supported empirically (Rapp, Bachrach, & Rapp, 2013; Rubin, Dierdorff, & Bachrach, 2013).

Although brief, the previous discussion highlighting the benefits and drawbacks to citizenship performance suggests that the antecedents, consequences, and correlates of citizenship are varied. To elaborate, it is likely that differing conditions exist within people and within organizations that influence the emergence of negative and/or positive aspects of organizational citizenship. While research continues determining *when* and *why* various relationships exist, it will be important to consider how citizenship operates within specific industry settings. Certainly, research on samples representing multiple industries will produce valuable information. Where possible, studies that focus on a single industry will be able to

benefit both theory and industry-specific application. The current study takes a company-specific approach to investigate the citizenship of restaurant servers in the casual dining industry.

Casual Dining Restaurants

With close to 1 million locations in the United States, the restaurant industry generated over 600 billion dollars in sales during 2014 (National Restaurant Association, 2015). Consumer behavior research indicates that nearly all survey respondents (~ 95%) strongly consider the quality of service when choosing a restaurant. Customer service at restaurants is determined by multiple factors, but the serving staff (i.e., waitresses and waiters) plays an active role in directly shaping guests' dining experience.

Organizational effectiveness is considered to result from the cooperative efforts of employees (Barnard, 1938). It follows that a restaurant's overall ability to satisfy customers, and thus generate profit, is largely influenced by the cooperative efforts displayed by its serving staff. Organ and Konovsky (1989) caution that relationships between citizenship and effectiveness may "rest more on plausibility than direct empirical support" (p. 157) and this appears to be the case. Only a couple of studies (Walz & Niehoff, 2000; Beal, Trougakos, Weiss, & Dalal, 2013) have empirically tested citizenship performance among restaurant servers. Although the importance of server citizenship performance appears logical, our understanding of it should be based upon empirical examinations.

In light of this, the present study seeks to assess (1) how the frequency of citizenship is influenced by interactions between perceived organizational support (Eisenberger & Huntington, 1986), citizenship pressure (Bolino et al., 2010), and citizenship fatigue (Bolino et al., 2014) ; (2) how citizenship frequency relates to sales performance.

Key Variables and Hypothesis Development

Restaurant Server Citizenship

A variety of constructs have been used to describe organizational citizenship. The procession of some research without regard to definitional nuances that have accompanied the expansion in the number of constructs has caused some concern about construct clarity (Van Dyne, Cummings, & Parks, 1995; Organ, 1997) as well as the frequent dismissal of important conceptual differences between the various constructs within a growing body of citizenship literature (Podsakoff et al., 2000). In balance, it has also been suggested that although there are differences in the origins and definitions of various non-task constructs, each is essentially referring to helping behavior in organizations (Motowidlo, 2000). The term chosen by researchers will depend on a combination of personal preference and scholarly interest (Coleman & Borman, 2000), and it will be important for researchers to explicate their reasons for choosing one term over the others (Motowidlo, 2000).

This study uses the *citizenship performance* model as found in Coleman and Borman (2000). The creation of the citizenship performance model involved gathering 27 citizenship items from various proposed taxonomies and then asking 44 industrial-organizational psychologists to sort the items. Factor analysis, cluster analysis, and multidimensional scaling (MDS) were performed, and then the results were assimilated to form a parsimonious model of citizenship performance. As such, it is an appealing choice among the current models since it represents the synthesis of several citizenship constructs.

The model is comprised of interpersonal citizenship performance, organizational citizenship performance, and job/task conscientiousness. *Interpersonal citizenship performance* is described as “behaviors that assist, support, and develop organization members through

cooperative and facilitative efforts that go beyond expectations” (p. 36). This captures the extent to which servers take time to help and develop other servers. *Organizational citizenship performance* is described as “citizenship behaviors that demonstrate commitment to the organization through allegiance and loyalty to the organization and organization objectives, and compliance with organizational rules, policies, and procedures” (p.36). This captures the extent to which servers commit to upholding and even promoting the restaurant’s outlined policies and procedures. Corporate restaurants have very detailed policies and procedures for servers, making this performance measurement more salient. *Job/task conscientiousness* is described as “extra efforts that go beyond role requirements; demonstrating dedication to the job, persistence, and the desire to maximize one’s own job performance” (p.36). This captures the extent to which servers engage in self-improvement in order to increasingly deliver better service.

Perceived Organizational Support (POS)

POS refers to the extent to which employees believe the organization cares about them and values their contributions at work (Eisenberger & Hutchinson, 1986). Citizenship performance is influenced by cognitive appraisals of the working environment (Organ & Konovsky, 1989) and perceptions of support also contain a large cognitive component. Podsakoff et al. (2000) indicate in their meta-analysis that altruism-type citizenship is positively related to POS ($r = .31$). Rhoades and Eisenberger (2002) indicate in their meta-analytic review that POS positively relates to extra-role behaviors towards individuals (mean weight of $r = .19$) and towards the organization (mean weight of $r = .24$).

For servers, it is likely that willingness to expend extra effort on the job is influenced by perceptions of support from the organization, and specifically, their direct managers. Servers

who feel supported by management are likely more willing to go above and beyond on the job. Therefore, the following hypothesis is tested:

H₁ = POS relates positively to citizenship performance

Citizenship Pressure

Bolino et al. (2010) suggest that citizenship pressure occurs when employees feel a demand by employers to engage in citizenship. These authors discuss how such pressure likely increases the amount of citizenship displayed by employees, but that these conditions also relate to job stress and intentions to quit. Management likely fluctuates in the pressure it applies on servers. High levels of pressure may be perceived by servers as unwarranted, influence a reduction in POS, and consequently decrease citizenship. Alternatively, high levels of pressure may not reduce citizenship if servers feel appreciated for their efforts (i.e., higher POS). The extent to which servers feel citizenship pressure is measured to investigate the potential relationship between POS, pressure, and citizenship. Specifically, the following hypotheses are tested:

H₂: Citizenship pressure will be negatively related to POS.

H₃: POS will moderate the relationship between pressure and citizenship performance.

Citizenship Fatigue

Bolino et al. (2014) describe citizenship fatigue as “a state in which employees feel worn out, tired, or on edge attributed to engaging in OCB” (p. 2). This construct is an important contribution to the citizenship literature as it presents a substantive lens through which to examine potential fluctuations in helping behavior demonstrated by employees. The potential for fatigue exists for servers who exhibit high levels of citizenship. Fatigue may arise from a lack of rewards from management for contributions offered beyond formal requirements (i.e., low POS).

However, citizenship fatigue may be attenuated for employees who perceive greater organizational support. It is not clear whether servers who exhibit low levels of citizenship will have high or low fatigue. For instance, servers may withdraw from citizenship because they are fatigued (i.e., low citizenship, high fatigue) or they may not be fatigued because they exhibit little citizenship (i.e., low citizenship, low fatigue). The following hypothesis is tested:

H₄: POS will moderate the relationship between fatigue and citizenship performance

Sales Performance

The amount of sales generated by servers is ostensibly a valid, objective measure of their task performance (i.e., providing service to guests at their tables). Podsakoff et al. (2009) indicate in their meta-analysis that when measures of citizenship and job performance are obtained from different sources, job performance is related to overall citizenship ($r = .27$), citizenship directed towards individuals (OCBI, $r = .22$) and citizenship directed towards the organization (OCBO, $r = .28$). Furthermore, OCBI ($r = .39$) and OCBO ($r = .40$) are related to task performance. The trend in research findings is that citizenship relates positively to job and task performance; however, recent investigations of this linear relationship have revealed the potential for non-linear relationships.

Using resource allocation as a framework, Bergeron (2007) proposes that since employees must divide a fixed amount of time between task activities and citizenship activities, it is possible that devoting too much time to helping others can decrease performance on one's required tasks. Another framework for exploring inverted U relationships in psychological research is called too-much-of-a-good-thing (TMGT; Grant & Schwartz, 2011). Both of these frameworks suggest a point of diminishing returns at which escalating citizenship begins to detract from task performance. Empirical tests support the proposed non-monotonic relationship

between citizenship and task performance (Rapp et al., 2013; Rubin et al., 2013). From this perspective, the time restaurant servers spend engaging in citizenship reduces time spent on their respective task activities. At higher levels of helping, this could detract from activities related to sales. Therefore, the following hypothesis is tested:

H₅: Citizenship Performance and sales will exhibit an inverted-U relationship

Methods

Participants, Procedures, and Measures

Participants were 50 servers ($M_{\text{age}} = 25.66$ years; $M_{\text{tenure}} = 1.36$ years; 64% female) employed at 5 stores within a southeastern restaurant chain. One survey was used to collect demographics as well as measures of citizenship frequency, citizenship pressure, citizenship fatigue, and perceived organizational support. Four versions of the survey were created, with the order of scales counterbalanced to minimize potential order effects, and participants were randomly assigned to a version of the survey. Surveys were completed during pre-shift meetings arranged by the General Manager of each store. In-store management were kept blind to the nature of the surveys and surveys were administered by the primary investigator without the management present. Data for server financial performance were provided by the finance department.

Citizenship Performance. This variable was measured in terms of frequency. Previous citizenship research (Rubin et al., 2013) utilizes frequency measures, and behavioral frequency ratings may capture actual behavior better than agree-disagree anchoring (Dalal, 2005).

Participants used a 5-point scale (0 = never, 5 = almost always) to rate the frequency with which they engaged in *interpersonal citizenship* (four items, $\alpha = .67$), *organizational citizenship* (nine items, $\alpha = .91$), and *job/task conscientiousness* (seven items, $\alpha = .85$). The items were taken verbatim or adapted from Coleman and Borman (2000). Higher scores indicated more frequent

demonstration of citizenship. Examples of items capturing *interpersonal citizenship* included “cooperating with other servers” and “engaging in behavior that benefits individuals in the organization.” Examples of items capturing *organizational citizenship* included “maintaining a positive attitude about [restaurant name]” and “following [restaurant name] rules and procedures.” Examples of items capturing *job/task conscientiousness* included “providing extra service to help customers” and “displaying dedication on the job.” Ratings of all twenty items were also aggregated into a single scale ($\alpha = .94$) used to compute a composite citizenship performance score for each server.

Perceived Organizational Support. POS was assessed with the ten-item scale ($\alpha = .85$) developed by Eisenberger and Hutchinson (1986). In order to obtain a measure of managerial support, items were modified by replacing “the organization” with “management.” Sample items included “management really cares about my well-being” and “management fails to appreciate any extra effort from me” (reverse coded). Participants rated their agreement with items on a 7-point likert scale (1 = strongly disagree, 7 = strongly agree). Higher scores indicated greater levels of support.

Citizenship Fatigue. This variable was measured using a seven-item Citizenship Fatigue scale ($\alpha = .88$) developed by Bolino et al. (2014). Examples of items included “I feel worn out because I go beyond the call of duty for my organization” and “I am getting tired of being a team player in my organization.” Participants rated their agreement with items on a 7-point likert scale (1 = strongly disagree, 7 = strongly agree). Higher scores indicated greater fatigue.

Citizenship Pressure. Pressure was measured using the eight-item Citizenship Pressure scale ($\alpha = .88$) developed by Bolino et al. (2014). Examples of items included “I feel a lot of pressure to go the extra mile by doing things that, technically, I don’t have to do” and “In this

organization, the people who are seen as ‘team players’ are the ones who do significantly more than what is technically required of them.” Servers rated their agreement with items on a 7-point likert scale (1 = strongly disagree, 7 = strongly agree). Higher scores indicated greater pressure.

Sales Performance. This objective measure was operationalized as the Per Person Average (PPA), which represents a server’s average amount of sales per customer. PPA data for the 6 weeks prior to the study were provided by the financial department of the company.

Results

Means, standard deviations, and correlations for the study variables are displayed in Table 1. A one-way MANOVA was conducted to determine the effect of store on the following dependent variables – age, tenure, POS, pressure, fatigue, citizenship, and sales PPA. The multivariate test was non-significant, $F(28,128) = 1.142$, Pillai’s Trace = .799, $p > .05$, partial $\eta^2 = .20$. However, a significant difference in citizenship fatigue between stores was found in the test of between subjects effects, $F(4,35) = 2.929$, $p < .05$, partial $\eta^2 = .251$. Specifically, servers at store 3 ($M = 34.72$, $SE = 2.68$) reported experiencing more fatigue than servers at store 1 ($M = 22.39$, $SE = 2.47$), $t(23) = 3.390$, $p < .05$.

Hypotheses 1 and 2 were tested with correlation analyses (see Table 1). H_1 was not supported – POS was not related to citizenship performance ($r = .17$, $p > .05$). H_2 was supported – POS was negatively related to citizenship pressure ($r = -.25$, $p < .05$).

Hypotheses 3-5 were tested with hierarchical polynomial regressions. All variables were centered before being entered into the regression. To test H_3 , POS and pressure were entered in step 1 to test for main effects. This model was significant, $R^2 = .17$, $F(2,47) = 4.826$, $p < .05$. Pressure ($\beta = -.381$, $t(2,47) = -2.773$, $p < .01$) emerged as a significant predictor of citizenship, but POS did not ($\beta = .090$, $t(2,47) = .652$, $p > .05$). In step 2, the interaction term was entered.

Model 2 retained significance, $R^2 = .197$, $F(3,46) = 3.771$, $p < .05$, but the interaction term was non-significant ($\beta = .170$, $t(3,46) = 1.244$, $p > .05$) and did not add unique variance above and beyond model 1, $R^2\Delta = .027$, $p > .05$. Pressure alone predicted citizenship (see Table 2).

To test H₄, POS and fatigue were entered in step 1 as predictors of citizenship. This resulted in a non-significant model, $R^2 = .17$, $F(2,47) = 4.826$, $p > .05$. In step 2, the interaction term was entered and the model remained non-significant, $R^2 = .063$, $F(3,46) = 4.826$, $p > .05$.

To test H₅, the centered citizenship frequency term was entered in step 1, and the quadratic citizenship frequency variable was entered in step 2. Both model 1 and model 2 were non-significant. Citizenship performance was unrelated to sales performance.

Following hypothesis testing, supplemental analyses were conducted given the presence of significant relationships in the correlation analysis (see Table 1). Namely, tenure related negatively to citizenship ($r = -.37$, $p < .01$), suggesting that the longer the servers remained with the company, the less frequently they performed citizenship. Furthermore, tenure related positively to pressure ($r = .29$, $p < .05$), and pressure related negatively to citizenship ($r = -.40$, $p < .01$). A mediation model was proposed in which pressure mediates the relationship between tenure and citizenship (see Figure 1).

Following Baron and Kenny's (1986) technique for testing mediation effects, a series of regression analyses were used to test the model. In step 1, citizenship was regressed onto tenure. In step 2, pressure was regressed onto tenure. In step 3, citizenship was regressed onto pressure. Each of these regressions was significant (all $p < .05$). Lastly, in step 4, pressure and tenure were entered together into model as predictors of citizenship. Figure 1 displays the path analysis representing partial mediation by pressure on the relationship between tenure and citizenship.

The decrease in frequency of citizenship as servers remain in the organization is partially explained by the corresponding increase in pressure to perform citizenship.

Although the relationship between aggregate citizenship performance and sales was non-significant, there was a positive relationship between job-task conscientiousness and sales ($r = .38, p < .05$). The hypothesized inverted-U relationship between citizenship and sales was retested by replacing the overall citizenship term with the job-task conscientiousness term in a hierarchical polynomial regression (see Table 3). In step 1, the linear job-task term was entered and a significant model emerged, $R^2 = .13, F(1,38) = 5.757, p < .05$. In step 2, the quadratic term was entered. The squared job-task term was non-significant ($\beta = -.096, t(2,36) = -.496, p > .05$) and did not add unique variance above and beyond model 1, $R^2\Delta = .006, p > .05$. The best fitting model was a positive, linear relationship between job-task conscientiousness and sales.

Discussion

This study investigated citizenship performance among a sample of restaurant servers. Tenure emerged as an important variable in the study. Tenure was positively correlated with citizenship pressure and citizenship fatigue; it was negatively correlated with all three dimensions of citizenship performance. While causality cannot be interpreted from correlation analyses, tenure is a variable that only increases. This suggests that, for reasons to be determined, citizenship performance frequency reduces while fatigue and perceptions of pressure increase as servers remain with the company. A mediation model was established whereby pressure partially mediated the relationship between tenure and citizenship performance. Researchers should continue to focus on discovering when and why longer tenure is associated with the other variables, especially job-task conscientiousness.

Servers who reported more frequent job-task conscientiousness (JTC) produced more sales on average. Sales increases have implications for the restaurant (greater revenue) and for the servers (greater tips). The estimations of the financial impact of JTC on sales are impressive.

Revenue. On average, the servers in this study saw 146 customers per week. Over the course of a year, this translates into an estimated difference of \$16,626 in sales between the lowest PPA (\$16.49) and highest PPA (\$18.68). Another way of stating this is that the estimated yearly sales for the server with the highest PPA was \$141,818, while estimated yearly sales for the server with the lowest PPA was \$125,192.

Tips. At a 15% tip rate, the difference in earned tips between the highest and lowest PPA is \$2,494. At a 20% tip rate, this difference is \$3,325. Some servers earn greater percentages of tips, and servers demonstrating greater JTC arguably receive higher tip percentages. Servers naturally understand that more sales results in greater tips, but they still may refrain from dedicating themselves to self-improvement. Motivation for job-task conscientiousness could be encouraged or maintained by explicitly highlighting the financial impact of dedication or cultivating a culture of self-improvement.

The previous estimates are based on the sales PPA range (\$2.19) for servers within the sample; however, when including all the servers within the 5 stores in this study (i.e., not only the sampled servers), the range between the largest and smallest sales PPA was \$4.09. This difference translates into an even greater impact of JTC on revenue and tips. While financial estimates such as these are enticing, more research should be conducted to confirm the positive, linear relationship between JTC and sales performance. Importantly, the current study revealed an inverse relationship between tenure and job-task conscientiousness ($r = -.36, p < .01$). If sales increases when JTC increases, but JTC decreases as servers remain in the organization, it will be

important to elucidate these relationships with future research and develop an empirically-based approach to address this issue.

Additionally, despite historically consistent empirical support for a positive correlation between organizational citizenship and perceived organizational support, this finding was not replicated in this study. POS only related (negatively) to pressure and fatigue. Although causal direction cannot be interpreted, this finding suggests that efforts by management to increase perceptions of support will likely be accompanied by a reduction in perceptions of pressure. Investigations of the boundary conditions for the support-pressure relationship could inform more effective leadership styles within restaurants. Although a pressure-POS-citizenship link was not found in this study, additional investigations of these relationships can inform managerial behavior by elucidating when and why relationships between these variables exist.

Study Limitations

This study had its limitations. First, there was a small sample size (N=50). Furthermore, data were collected from 5 out of the 30 stores that the company operates. Increasing both the number of servers as well as the number of stores sampled would provide a more representative sample of the company's servers. Second, this study utilized a cross-sectional design, which prevents the ability to make causal inferences. Third, measures of POS, pressure, fatigue, and citizenship frequency were all self-reported. This can cause common method variance, especially given the cross-sectional nature of the study. On balance, measures of citizenship frequency have been collected through self-report under the premise that employees are better able than peers or supervisors to report on the occurrence of these behaviors. The other variables measured perceptions of the employees and were necessarily self-reported. Still, collecting data from

multiple sources would be beneficial, and future research on restaurant servers would be improved by addressing these limitations.

Directions for Future Research

As the understanding of citizenship performance expands, it will be important to consider whether unique conceptualizations of citizenship exist within specific industries. This study shed light on the citizenship performance of servers within the casual dining industry, but more work can be done to better understand this area. This study used a current citizenship performance measure that seemed appropriate for the sample, but future research could explore the validity of a restaurant server citizenship scale. It is possible that behaviors that are considered to be citizenship in one industry might not be considered as citizenship in another industry. Dekas et al. (2013) created a citizenship scale for knowledge workers after providing evidence that the conceptualization of citizenship among knowledge workers at Google differed in important ways from the original OCB conceptualization (Smith et al., 1983). It might be beneficial, then, to take a bottom-up approach and investigate whether a unique model of citizenship performance exists for servers within the casual dining industry (i.e., a restaurant server citizenship scale). If such a measure were validated, its use in research would benefit theory and application.

Whatever the appropriate measure is determined to be, research in the restaurant industry should continue investigating citizenship performance. Future studies might examine (1) why tenure relates negatively to reported citizenship frequency, (2) how business practices can be augmented to increase job-task conscientiousness, (3) the effect citizenship has on organizational effectiveness (e.g., food cost and revenue to full-time equivalent), and (4) other aspects of the restaurant industry which best predict citizenship performance. Clarifying these aspects of citizenship within casual dining restaurants can benefit the industry and the servers within it.

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Table 1

Descriptive Statistics and Correlations for Study Variables

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. Age	25.66	6.98									
2. Tenure (in years)	1.36	14.76	.12								
3. Citizenship Performance	85.1	10.84	.05	-.37**	<i>(.94)</i>						
4. Interpersonal CP	17.74	1.90	.11	-.35**	.84***	<i>(.67)</i>					
5. Organizational CP	36.76	6.15	.03	-.32**	.95***	.73**	<i>(.91)</i>				
6. Job-Task Conscientiousness	30.60	3.79	.06	-.36**	.89***	.70**	.74**	<i>(.85)</i>			
7. Fatigue	28.58	9.66	-.25*	.26*	-.21	-.17	-.29*	-.06	<i>(.88)</i>		
8. Pressure	34.06	10.62	-.29*	.29*	-.40**	-.43**	-.44**	-.23	.60***	<i>(.88)</i>	
9. POS	47.94	9.20	-.02	.05	.17	.10	.22	.12	-.32*	-.25*	<i>(.85)</i>
10. Sales PPA	17.46	0.53	.07	.03	.28*	.27	.20	.38*	.15	-.01	.23

Note. N = 50; SD = standard deviation. CP = citizenship performance. PPA = per person average Cronbach's alphas shown on the diagonal in italics.

* $p < .05$. ** $p < .01$ *** $p < .001$

Table 2

Moderation of Pressure-Citizenship by POS

Predictor	β	SE	t	$R^2(\Delta R^2)$	F
Step 1					
POS	.090	.14	.652		
Pressure	-.381	.14	-2.773**	.17*	4.826
Step 2					
POS	.071	.14	.514		
Pressure	-.423	.14	-3.006*		
POS x Pressure	.170	.01	1.244	.20*(.03)	3.771

Note. N = 50; POS = perceived organizational support; SE = standard error.

* $p < .05$. ** $p < .01$

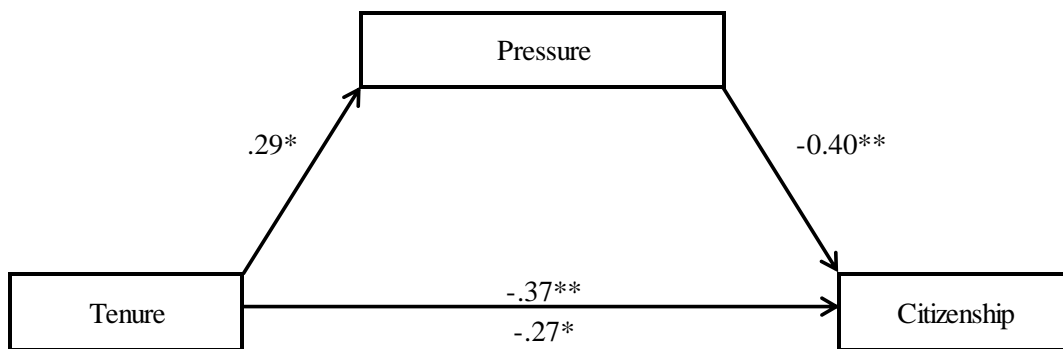


Figure 1. Standardized regression coefficients for the relationship between tenure and citizenship as mediated by citizenship pressure. The standardized regression coefficient between tenure and citizenship, controlling for pressure, is located below the path. $*p < .05$, $**p < .01$

Table 3
Job-Task Conscientiousness predicting Sales

Predictor	β	SE	<i>t</i>	$R^2(\Delta R^2)$	<i>F</i>
Step 1					
JTC	.363	.02	2.399	.132*	5.757
Step 2					
JTC	.299	.03	1.500		
JTC ²	-.003	.01	-.496	.137(.006)	2.945

Note. N = 50; JTC = job-task conscientiousness; SE = standard error. * $p < .05$. ** $p < .01$