

The influence of corporate culture and workplace relationship quality on the outsourcing success in hotel firms



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ABSTRACT

Although hotel outsourcing research has studied the effect of corporate culture on inter-organizational relationship success, little is known about how it influences the way internal and external workers relate and behave in the workplace. Questionnaire data obtained from 215 internal employees at 14 hotels in Gran Canaria (Spain) on Cameron and Quinn's (1999) Clan, Ad-hoc, Market, and Hierarchy corporate cultures, the relationships of trust, relational and task conflict between internal and outsourced staff, and customer-oriented (COBs) and service sabotage behaviors have been analyzed. Structural equation modeling results indicate that trust and relational conflict are the main relationship outcomes significantly associated with sabotage or customer-oriented behaviors (COBs), and Clan and Adhocracy are the only culture types that reduce relational conflict or increase trust significantly. A practical implication is that explicit attention should be paid by hotel managers who outsource services to the need to integrate the innovative Adhocracy with family-oriented Clan in hotel organization culture.

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1. Introduction

Outsourcing is a frequent strategy in the hospitality sector, where suppliers offer services that cover practically all of the necessary activities for the hotel activity, including catering, laundry, cleaning and maintenance services, among others (Espino-Rodríguez and Padrón-Robaina, 2005). This wide range of activities carried out by hotels, the large variety of associated workers, and the volatile nature of the demand make hotel operations especially suitable for outsourcing (Lamminmaki, 2011). As Guilding (2009) points out, the high variability of hotel demand is apparent throughout an economic cycle, over the course of a year, or even the same day. It is easy to understand, therefore, why outsourcing has been described as “part of the fabric of hotel operations” (Wood, 1999:2).

Although the outsourcing of functions in a hotel is an important strategy with potential benefits, it is not without risks. As such, the literature on outsourcing suggests that hospitality organiza-

tions that outsource can lose control over the outsourced services provided, coming to depend excessively, and at times dysfunctionally, on the service provider. The outsourcing of certain services can also put at risk sensitive information about the organization that can be misused by the provider (Domberger, 1998; Kakabadse and Kakabadse, 2000; Lamminmaki, 2011) and perceived as negative for individual job security (Geishecker, 2008) and employees' health and safety (Mayhew et al., 1997). In spite of these advances in the knowledge about the potential risks and benefits of outsourcing hotel strategies, very few studies have focused primarily on the individual level of analysis to examine the effects of outsourcing on the relations between internal and outsourced employees in hotels, and whether the nature of these relations can affect the outsourcing performance. Kakabadse and Kakabadse (2000) and Lamminmaki (2011) point out this gap by suggesting that when outsourcing is used, the in-house employees may not be able to establish bonds with the outsourced employees, due to a loss of in-house skills and innovative capacity (Lamminmaki, 2011:972). Moreover, Ansley (2000), when listing potential factors impinging on the outsourcing decision, asserts that social costs inhibit a desire to outsource. One factor that appears to be associated with outsourcing is trust. Lamminmaki (2011) states that a lack of trust and cooperation could hinder the success of the outsourcing (see also, Ring and Van de Ven, 1992; Gietzmann, 1996). In addition, Domberger (1998) suggests that inter-organizational cooperation

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and trust are key factors in the success of outsourcing (see also, Sabherwal, 1999). However, this suggestion has been overlooked by prior outsourcing research when trust is examined at the individual level of analysis, and interpersonal trust may affect the relationships between internal and outsourced staff and their resulting behavior. Boon and Holmes (1991:194) define interpersonal trust as a “state that involves positive and certain expectations about others’ motives toward us in situations of risk.”

This gap seems to widen even more because the previous literature has systematically ignored any model at the individual level of analysis that includes conflict, in addition to trust, as a success factor in outsourcing. Leeman and Reynolds (2012) found that for the outsourcing provider, not only trust, but also benevolence and adequate communication, are vital to developing and maintaining a productive, enduring relationship. An escalation of conflict, by contrast, is a frequent and intense social cost usually produced by the lack of trust and cooperation between employees who work side by side or in teams. Jehn (1995, 1997) distinguishes between task conflict and relational conflict. The former captures the perceptions of disagreement that would exist between internal and outsourced coworkers about the content of their decisions, and it would involve different viewpoints, ideas, and opinions between these two collectives. The latter, relational conflict, is a perception of interpersonal incompatibility that would typically include tension, dislike, and antagonism between internal and outsourced coworkers. A lack of trust and an escalation in conflict (task and relational) between internal employees and their outsourced coworkers are social costs of outsourcing at an individual level that seem to be able to play an important role in the outsourcing functioning and provoke reactions that endanger its success. However, to date, they have only been referred to anecdotally.

Another way the success of outsourcing can be endangered is if it produces greater individual employee inefficiency. As Kakabadse and Kakabadse (2000) and Lamminmaki (2011) pointed out, “in further research, consideration could be given to examining the significance of the following considerations in the outsourcing decision: [...] a quest for enhanced customer satisfaction and loyalty” (Lamminmaki, 2011:972). Rao (2015) studies the performance of global outsourcing teams, suggesting that the lack of trust and cooperation between the internal and outsourced personnel could have a negative impact on hotel guests. Thus, service sabotage is a counterproductive behavior that may be performed by internal employees and threaten the outsourcing efficiency. Service sabotage behavior is defined as “organizational member behaviors that are intentionally designed to negatively affect service” (Harris and Ogbonna, 2002:166). More than 85% of customer-contact employees have admitted to performing some type of service sabotage behavior, and more than 90% (including some general managers) say it is an everyday occurrence (Harris and Ogbonna, 2002). On the other hand, in-house employees can also harm outsourcing efficiency by withholding their customer-oriented behavior (COBs), that is, conventional organizational citizenship behavior (OCB) (Organ, 1988), but specifically directed toward guests. In this case, employees can leave guests alone to solve their own problems, abandoning them to their fate, or they can fail to take steps to foment guests’ well-being in the hotel.

A major factor that might affect the occurrence of trust, conflict, and the aforementioned behaviors, to a greater or lesser extent, is the corporate culture of the hotel as perceived by each employee individually. Various studies on hotel outsourcing have shown a growing interest in the cultural factor (Espino-Rodríguez and Gil-Padilla, 2005; Espino-Rodríguez and Padrón-Robaina, 2004, 2005; Hemmington and King, 2000; Lam and Han, 2005). As such, some previous literature has studied the impact of corporate culture (e.g., Rao, 2013; Hemmington and King, 2000; Langfield-Smith and Smith, 2001, 2003) on the success of inter-organizational relation-

ships in the context of hotel outsourcing. However, the studies have been carried out exclusively on overall outsourcing relationships between hotels and their outsourced service providers from a macro-social perspective. They thus overlooking whether certain individual perceptions of organizational culture, compared to others, could lead outsourcing workers to produce different individual outcomes in the outsourcing framework, such as lack of trust and a possible escalation of task and relational conflict between internal and outsourced employees. Consequently, examining different types of corporate culture in hotels with ongoing outsourcing activity could be a helpful tool to attenuate potential mistrust between internal employees and outsourced staff, and the relational and task conflict risks derived from the outsourcing functioning.

In summary, first this paper plans to justify and formulate hypotheses based on the theory and research discussed above. Next, using structural equation modeling (SEM), we will carry out a confirmatory factorial analysis (CFA) that provides empirical evidence about whether the variables studied represent separate constructs. The paper will also examine the hypotheses formulated, by considering a whole SEM model that incorporates all the variables under study. Finally, the managerial implications of the results will be discussed.

2. Literature review and hypotheses

2.1. Corporate culture and outsourcing

Corporate culture is defined as a pattern of shared values and beliefs, helping individuals to understand organizational functioning (Deshpande and Webster, 1989; Kotter and Heskett, 1992). For Shein (1985), corporate culture comprises basic assumptions that a given group has invented, discovered or developed while learning to manage the outsourcing adaptation and internal integration problems. For more than 30 years, many researchers have studied the possible link between corporate culture and certain variables associated with efficiency or efficacy (for a review, see Hartnell et al., 2011). According to Pascale (1990), the corporate culture could predict organizations’ capacity to survive certain changes imposed by the environment.

A critical part of the role that corporate culture can play in organizations is its influence on employees’ attitudes and behaviors (Smircich, 1983). Encouraging employees to either act against the hotel’s interests or guide their actions to its advantage (Doran et al., 2003), corporate culture is conceptualized by Deal and Kennedy (1982) as the underlying values and attitudes that affect the way things are done in an organization, i.e., the ‘style’ of ‘the way things are done around here.’ Thus, extensive prior research refers to organizational culture as a factor to take into account in trying to achieve successful outsourcing and organizational effectiveness from an individual level perspective (e.g., Hartnell et al., 2011; Hemmington and King, 2000; Langfield-Smith and Smith, 2001, 2003). Langfield-Smith and Smith (2001) establish, for example, that culture clash in organizations is a factor that weakens the control over the outsourcing processes. Espino-Rodríguez and Gil-Padilla (2005) also indicate the benefits obtained when the employees of external service providers understand a hotel’s culture.

Because the outsourcing of services in a hotel is an important strategy with potential benefits for the hotel’s performance, outsourcing may be positively viewed by the hotel staff. When employees experience outsourcing on a day-to-day basis, by overcoming their possible resistances and prejudices against outsourcing, they are likely to become aware of its benefits. As Amity and Wei (2005:338) indicate, there is “a body of evidence that suggests that neither aspect of the anxiety [of employees about service outsourcing] is well supported by the data.” Fox’s (1966) unitarism

theory assumes that there are compatible goals, a common purpose, and one single (unitary) interest held by all the members of an organization. Based on this theory, the main argument is that because outsourcing is an effective strategy for the hotel, hotel employees will share an interest in outsourcing with all the members of the hotel (i.e., peers, external staff, managers, and so on). Influenced by a “mirror effect” (e.g., Heskett et al., 1997), therefore, internal employees should primarily show workplace relationship positive outcomes for the good of the hotel.

2.2. The effects of corporate culture on trust, relational conflict, and task conflict

Although the paper first argues that internal employees may perceive the presence of outsourcing as a compatible (unitary) interest shared jointly with external staff (Fox, 1966), certain organizational cultures, compared to others, could adapt to outsourcing processes with more or less friction and, therefore, influence internal employees' view of outsourcing (Denison and Mishra, 1995; Hartnell et al., 2011; Cameron and Quinn, 1999). Therefore, we argue that corporate culture can influence internal employees' trust, relational conflict, and task conflict toward external employees in a hotel because, depending on the way the characteristics of the hotel culture are perceived by employees, internal employees may feel that the compatible (unitary) interests in outsourcing held by both are no longer present. As a result, the more staff perceive one corporate culture or type of mini-culture within the hotel, the more this culture will lead staff to experience unity with external staff or the sense of unity with them will be broken. As a result, we postulate that there is a relationship between corporate culture and (dis)trust, relational conflict, and task conflict between internal and external staff.

The research on relational conflict has a long trajectory in the literature, including some of the first studies on conflict at work (e.g., Deutsch, 1969; Evan, 1965) and other later studies (e.g., Janssen et al., 1999; Jehn, 1995, 1997). Trust defines one's positive and certain expectations about others' motivation toward him/her (Boon and Holmes, 1991) and it is typically attached to the relationship conflict linkage (Jehn, 1995, 1997). Relational conflicts refer to the perception of personal antagonisms and incompatibility among employees, and they have been described as a reflection of task conflict (Simons and Peterson, 2000).

On the other hand, Cameron and Quinn (1999) offer their questionnaire to evaluate the corporate culture (Organizational Cultural Assessment Instrument, OCAI) as a tool to measure and diagnose the culture of an organization. Some debate about the validity of the OCAI suggests that it actually groups different organizations into an easy categorization, rather than measuring culture (e.g., Bellot, 2011). Despite criticisms, the OCAI is an organizational culture taxonomy firmly grounded in the existing culture literature (Ostroff et al., 2003) and used in most sectors (Cameron, 2004). However, before seventy instruments were identified, of which 48 could be submitted to psychometric assessment, Jung et al. (2009:1087) concluded that “there is no ideal instrument for cultural exploration.” In any event, the OCAI has been discussed in previous studies in the hospitality field (e.g., Tsai et al., 2015; MacIntosh and Doherty, 2010) and chosen as a culture measure in hotels (e.g., Han, 2012) and restaurants (Koutroumanis and Alexakis, 2009).

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and Doherty, 2010) and even choice recently as a culture measure in hotels (e.g., Han, 2012).

The OCAI uses six blocks of 4 items each, where each item measures a type of culture: clan, ad-hoc (adhocracy), market, and hierarchy (see Fig. 1). Theoretically, these four cultures are defined based on two dimensions: a) the hotel's orientation toward the interior or exterior and b) its orientation toward flexibility or control. Combining these two dimensions (interior-exterior and flexibility-control), the four types of cultures mentioned above are obtained (see Fig. 1). On the left side of the OCAI graph in Fig. 1, the hotel is internally focused (‘what is important for us, how we want to work’) and on the right side, the organization is externally focused (‘what is important for the outside world, the customers, the market’). At the top of the OCAI graph in Fig. 1, the hotel desires flexibility and discretion, while at the bottom, the opposite values, stability and control, are found.

The clan culture seeks internal control, but with flexibility. This is translated into a familiar hotel, united, where loyalty and mutual trust are dominant values. This culture values team work, participation and consensus. Therefore, the clan culture may help internal staff to perceive the presence of outsourcing as a compatible (unitary) interest jointly shared with external staff (Fox, 1966), as this culture leads these two groups to involve themselves in teamwork, desirable collective attitudes to participate in decision making, and open communication (Denison and Mishra, 1995). In addition, employees in hotels that perceive themselves as working in a clan-type corporate culture are likely to have more flexible attitudes toward external workers, and their work will be able to cultivate bonds of trust with them. We postulate, therefore, that the clan culture could result in less unrest related to both task conflict and relational conflict (see Fig. 1). Therefore,

H1a. Clan-type cultures will increase trust between internal employees and outsourced personnel.

H1b. Clan-type cultures will reduce the relational conflict between internal employees and outsourced personnel.

H1c. Clan-type cultures will reduce the task conflict between internal employees and outsourced personnel.

The main characteristics of the adhocracy culture are found in hotels that focus on external aspects but seek a high degree of flexibility and innovation. Most of the employees perceive the hotel as a dynamic and entrepreneurial place that emphasizes innovation and progress (Hartnell et al., 2011). Thus, adhocratic hotels can lead internal staff to jointly support outsourcing with external staff because, in order to stay in the vanguard, they are willing to be daring and like to take risks. Due to their idealistic and novel vision, which leads the staff to be creative and take risks, adhocracy values are expected to have a positive effect on workplace relationship quality. Otherwise, a lack of trust and conflict with external employees would interfere with the difficult task of seeking innovation and progress (Cameron and Quinn, 1999; Cameron and Freeman, 1991). As Quinn and Kimberly (1984) indicate, adhocratic hotels can lead internal staff to create positive bonds with outsourced staff because this culture believes that ‘people behave appropriately when they understand the importance and impact of the task.’ Thus, to the extent that internal employees perceive their hotel in this way, they are likely to try to minimize (and even overcome) situations that could break the sense of unity with external staff (Fox, 1966).

Overall, we propose that in an ad-hoc type culture, the lack of trust and conflict that could be produced by the outsourcing process would be diminished (see Fig. 1). Therefore,

H2a. Ad-hoc cultures will increase trust between internal employees and outsourced personnel.

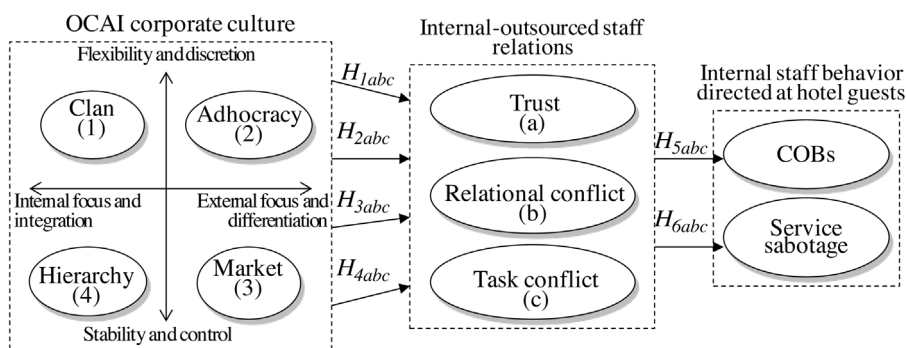


Fig. 1. Proposed model of corporate culture as a determinant of trust and task and relational conflicts between internal and outsourced employees, and its effects on the treatment received by the guest.

H2b. Ad-hoc cultures will reduce relational conflict between internal employees and outsourced personnel.

H2c. Ad-hoc cultures will reduce task conflict between internal employees and outsourced personnel.

The market culture appears in organizations that are oriented toward the exterior and need achievement. What keeps them united is the importance the hotel gives to success and goal achievement, inculcating the employees with a focus on competition and clear objectives (Cameron and Quinn, 1999). This clear agreement among the employees involving a constant concern about doing a good job and competing is not risk-free. It can lead in-house employees to focus on their tasks, ignoring the necessary coordination with external personnel (Doran et al., 2003). As such, market cultures – permeated by competition and aggressiveness – can foster distrust among group members and, hence, negatively affect collective employee attitudes (Hartnell et al., 2011) (see Fig. 1). Therefore,

H3a. Market cultures will reduce trust between internal employees and outsourced personnel.

H3b. Market cultures will increase the relational conflict between internal employees and outsourced personnel.

H3c. Market cultures will increase the staff conflict between internal employees and outsourced personnel.

Finally, the hierarchical culture focuses on internal aspects requiring control and stability. The employees would perceive their hotel as very structured and controlled, with formal procedures generally ruling the actions taken. This formalism could produce task conflict between the internal and outsourced employees, as there would be a loss of the necessary flexibility in the procedures to achieve functional harmony (Cameron and Freeman, 1991). Furthermore, although the hierarchical culture type is internally oriented, which could favor compatible (unitary) interests jointly shared with external staff (Fox, 1966), its assumption of ‘stability,’ and the need for conformity and predictability (Cameron and Quinn, 1999) do not fit ongoing outsourcing processes, where an increasing number of outsourced employees are usually hired (Geishecker, 2008). In fact, prior work on group engagement models of procedural justice postulates that unit members who have little opportunity to be involved in the decision-making process engender negative affect toward their respective units and peers (Tyler and Blader, 2003). Therefore, this need for functional harmony, routinization, and consistency favors friction that could also end up affecting the conflict relationship linkage and mutual trust (see Fig. 1). Therefore,

H4a. Hierarchical cultures will reduce the trust between internal employees and outsourced personnel.

H4b. Hierarchical cultures will increase the relational conflict between internal employees and outsourced personnel.

H4c. Hierarchical cultures will increase the task conflict between internal employees and outsourced personnel.

2.3. Customer-oriented behavior (COBs) and workplace relationship quality

A frequent employee response to perceptions of the treatment received by the organization is to display organizational citizenship behavior (OCB) (for meta-analyses, see e.g., Cohen-Charash and Spector, 2001; Colquitt et al., 2001; LePine et al., 2002; Moorman, 1991; Podsakoff et al., 2009; Podsakoff et al., 2000). Although customer-oriented behavior (COBs) is by definition a constructive behavior that substantially exceeds role minimums (Organ, 1988), if withdrawn by employees, it can also inflict harm (Podsakoff and Mackenzie, 1997; Rotundo and Sackett, 2002; Wayne et al., 2002). Oliver (1980) suggests that customer-oriented behavior (COB) is employee performance that goes beyond job responsibilities and responds to – or even exceeds – the guests’ expectations, becoming a key element in excellent service.

Given that the hotel, with its externalizing action, causes internal-external employees to interact, and given that various forms of organizational citizenship behavior (OCB) are a frequent response by employees who receive an affront from their companies (e.g., Bitner et al., 1994), a lack of trust and an escalation of conflicts between internal and outsourced employees may decrease customer-oriented behaviors (hereinafter, COBs). To explain why employees might reduce their COBs when they perceive the existence of relations of mistrust, relational conflict, and task conflict between in-house and outsourced employees, we draw on the social exchange theory (Blau, 1964). These theorists suggest that human interactions involve a considerable amount of ‘social finances’ because human beings weigh the ‘inputs’ they invest in their relationships compared to the ‘outputs’ they receive in return. Thus, the need to guarantee a beneficial future of exchanges would function as a ‘driver’ for individual behavior (Gouldner, 1960).

Workplace relationships are unique interpersonal relationships with important implications for employees’ attitudes and behaviors (e.g., Rauyruen and Miller, 2007). Some prior studies warn about the significant effects of high levels of task conflict on dissatisfaction and lack of commitment (e.g., Amason, 1996; Amason and Sapienza, 1997; Jehn, 1997; Jehn and Mannix, 1997; Schweiger et al., 1986). Moreover, Simons (1993) finds that task conflict can lead the group to make decisions more slowly, thus producing decisions associated with less employee efficacy. A study led by Peterson (1999) finds that delays in group decisions due to task conflict can foster the emergence of dissident members during

decision-making, leading the rest of the members to experience frustration.

To the degree that the discomfort produced by the consequences of outsourcing leads employees to perceive the hotel as an unsatisfactory place to work, there is a strong consensus in the literature about the possible attribution of this unsatisfactory workplace to the organization. If internal employees perceive that the hotel's outsourcing processes are producing mistrust, task or relational conflict between internal and outsourced coworkers, they are likely to view the hotel as the source of these social costs and the outsourced activities as a threat to their well-being perpetrated by the hotel.

As a result, these employees, in trying to reestablish positive social exchange dynamics (Blau, 1964), will communicate their discontent to the hotel through responses that harm it through the guests. Blaming the hotel for the social costs (a lack of trust, task conflict, and relational conflict), the internal employees can respond to these negative events by withholding constructive behaviors toward the hotel (Blau, 1964), such as COBs. Therefore,

H5. Lack of trust (5a), relational conflict (5b), and task conflict (5c) between internal employees and outsourced personnel will reduce COBs.

2.4. Service sabotage behavior and workplace relationship quality

Other prior research reveals that, far from being uncommon, service sabotage behaviors (hereinafter, sabotage) are also frequent employee behaviors in the work life of the majority of the employees who have contact with customers (e.g., Bitner et al., 1994; Griffin et al., 1998). Sabotage stems conceptually from deviant workplace behaviors (DWB), which occur when the employee deliberately “violates significant organizational norms and in so doing threatens the well-being of an organization, its members, or both” (Robinson and Bennett, 1995:556).

Although task conflict can have positive effects on work, improving, for example, the quality and acceptance of decisions by the group (Janssen et al., 1999), when this conflict takes place in a mainly inter-group context, previous research suggests that task conflict can produce dysfunctional processes. In addition, relational conflict is widely considered harmful to the quality of the decisions and the affective commitment of the group, increasing stress and anxiety (Jehn and Mannix, 1997; Staw et al., 1981), creating an escalation of mutual hostility (Janssen et al., 1999), or limiting the members' information processing (as resolving conflicts takes up more of their time and energy than addressing the group's problems) (Evan, 1965; Jehn and Mannix, 1997). Attributing these social costs to the hotel probably sets in motion social exchange dynamics that could lead these employees to ‘pay the organization back’ by increasing their sabotage (e.g., Becker and Billings, 1993; Masterson et al., 2000).

This study hypothesizes, hence, that mistrust, task conflict and relational conflict between internal and external employees will finally lead the hotel's internal staff to increase sabotage (see Fig. 1). Therefore,

H6. Lack of trust (6a), relational conflict (6b) and task conflict (6c) between internal employees and outsourced personnel will increase sabotage.

3. Methodology

3.1. Survey respondents

Data were collected from 215 internal employees who worked concurrently together with outsourced employees at 14 hotels in Gran Canaria (Spain). The surveys were collected from four sampled

three-star hotels (28.6%), eight four-star hotels (57.1%) and two five-star hotels (14.3%). International chains operated four of the fourteen sampled hotels. Hotels' workforces in the sample range from 31 to 211 employees, so that the response rate ranges from 19% to 56%, 23% overall. An average hotel's entire work force in the 75 hotels in Gran Canaria is estimated at 118 regular or outsourced employees, of whom between 60%–70% are permanent and the rest temporary. The ratio of permanent to temporary staff in both collectives is similar. Permanent and temporary conditions refer to the term or period of the contract, regardless of whether the employer is the hotel or an entity outside the hotel (external staff). On average, the outsourced employees working concurrently with the sampled in-house employees and interacting with them daily represent between 14% and 18.5% of the hotel's entire workforce. This is consistent with the level of service outsourcing (between 15% and 19%) estimated in the entire hotel sector in the Gran Canaria.

3.2. Research setting

The Canary Islands is one of Spain's leading sun-and-beach tourism destination. Gran Canaria receives about 3.23 million foreign tourists a year, with European countries being its principal markets. British and German tourists jointly represent 41 percent of the total, and Scandinavians make up 28 percent. The functions of the outsourced employees consisted mainly of animation activities, security, cleaning of common areas, first aid, landscaping, pool maintenance, among others. It could also be verified that the compensation of outsourced employees was on average between 15% and 20% lower than that of internal employees.

The most distinctive feature by far of Spain's national culture, and one that can have an impact on the hotels' corporate culture, is Hofstede's uncertainty avoidance (Aram and Walochik, 1996). In addition, specificities of the hospitality industry sector in the Canary Islands suggest that the hotel staff in the sample is usually arranged in homogeneous work teams (e.g., they are close in education and work activities, and have dependent task orientation, for instance). This situation implies that interactions among staff members in hotels are frequent. Because the destination climate changes very little during the year, the hotels under study have low seasonal variation. As such, over time, most temporary contract employees aim to have “tenure-track positions,” while a significant number of their contracts are not renewed.

3.3. Procedure and sample characteristics

Surveyors rejected the employees who did not meet the criteria of working concurrently together with outsourced employees and working in the hotel for at least six months, so that the participants would have had a socialization period in the hotel. Although a specific random sampling method was not used, after receiving official approval, surveyors personally asked random staff to fill out the questionnaires in different places and situations within the hotel, in order to avoid response biases. The internal employees who agreed to respond self-administered the paper-and-pencil questionnaire during a break in their workday. We offered no incentive other than face-to-face advice when necessary. We started with 320 responses, but rejected 105 due to incorrect completion and incoherent information. Thus, we retained 215 valid responses for further data analysis. No significant variations in data collection across the different survey helpers or systematic differences in samples by hotels were found before adopting a single sample for further analysis. The sample comprised 45% men and 55% women; 32.2% were 35 years old or younger, and 29.9% were 55 or older. In addition, 64.5% were permanent employees, and the rest were

temporary staff. Finally, 17.6% of the respondents had only finished elementary school, and 6.3% were part-time.

3.4. Measures

All the items were scored on a 7-point Likert-type scale from 1 (completely disagree) to 7 (completely agree). The items are shown in [Tables 1 and 2](#), and the Cronbach's alpha values appear in [Table 1](#) and on the main diagonal of the correlations matrix ([Table 2](#)).

3.4.1. Corporate culture

We use the Organizational Culture Assessment Instrument (OCAI) by [Cameron and Quinn \(1999\)](#) to measure the four OCAI types of corporate culture: clan, adhocracy, market, and hierarchy, based on their two previously-mentioned dimensions (interior-exterior and flexibility-control). The OCAI contains six questions about the hotel: a dominant characteristics, b leadership, c how the employees are managed, d type of "glue" that unites them, e strategic profile, and f criteria for success. For each question, the employees surveyed are asked to distribute 100 points among four possible alternatives, depending on the degree to which a specific alternative describes their hotel. Thus, for each question, if they think alternative A strongly describes the hotel, while B and C are similar and alternative D contributes very little, they could assign 55 points to A, 20 points to B, 20 points to C, and five points to D. The points would correspond to each type of culture averaged for each employee in the sample.

3.4.2. Trust between internal and external coworkers

We measure internal-external interpersonal trust by adapting the 5-item Likert-type scale by [Simons and Peterson \(2000\)](#), which reflects elements of trust that have been widely accepted in the previous literature (e.g., [Mayer et al., 1995](#); [McAllister, 1995](#)). Some items were, 'The outsourced employees and the staff of this hotel feel we are mutually worthy of trust,' 'Between the outsourced employees and the staff of this hotel there is a feeling of complete trust,' and 'The outsourced employees and the staff of this hotel trust each other to fully live up to our word.' The scale's reliability was strong, with an alpha of 0.91.

3.4.3. Relational and task conflict between in-house and outsourced coworkers

We used two subscales elaborated by [Jehn \(1995\)](#) to measure relational and task conflict. Each subscale contained four items that were adapted to reflect the context between internal and outsourced coworkers. An example of an item in the case of relational conflict is: 'There is a lot of resentment between the hotel employees and the outsourced workers'. In the case of task conflict, item examples would be: 'The outsourced workers' idea about how to work here is questionable,' and 'The outsourced workers and the internal employees have trouble agreeing.' The reliability of both scales is also strong, with alphas of 0.91 and 0.87, respectively.

3.4.4. COBs

These behaviors were measured by constructing a 4-item scale ($\alpha=0.779$) based on the one previously developed by [Zoghbi-Manrique-de-Lara et al. \(2012\)](#) for civil servants. Items include: 'I voluntarily guide guests who are wandering aimlessly through the hotel,' and 'I show sincere politeness and interest toward guests, even when they complain for no reason'. Finally, we also included one last COB item developed by [Ma et al. \(2013\)](#): 'I voluntarily contribute ideas for improving the guests' service quality'.

3.4.5. Sabotage

The 4-item scale used to measure deviant behavior directed toward the guest was an adapted version of the scale proposed

by [Bennett and Robinson \(2000\)](#) to measure conventional deviant behaviors (DWB) among employees. Examples include: 'I have told guests off,' and 'I have mistreated guests'.

3.4.6. Control variables

Based on the literature, we took into account the gender (1=man, 2=woman) and the age (1=up to 25 years old; 2= between 25 and 34; 3= between 35 and 44; 5= between 45 and 54; 5= between 55 and 65; 6= over 65 year old), as they could covary with our dependent and independent variables (e.g., [Aquino et al., 2004](#)). The control variables were incorporated directly into the model as stand-alone variables (not as cause or effect indicators), allowing a structural path to all exogenous and endogenous factors within the structural, but not the measurement, portion of the model ([Hancock and Mueller, 2006](#)).

3.5. Statistical analysis

The collected data were analyzed using the statistical package for social sciences (SPSS). Structural equation modeling (SEM) was used to assess the validity of the measures and test the hypothesized relationships through the statistical package AMOS 22.0. We plan to include tenure, gender, and age as control variables. The descriptive statistics include the means and standard deviations of the four types of OCAI corporate cultures studied: clan, adhocracy, market and hierarchy. These will also include the means and standard deviations of the constructs of trust, relational and task conflict, COBs, and sabotage. The Cronbach's alpha was calculated to rate the reliability of the scales. To ensure that the dependent variables (trust, relational and task conflict, as well as COBs and sabotage) are five distinct constructs, a confirmatory factorial analysis (CFA) is performed to check that all the data load according to the factor structure proposed. The four corporate culture types were entered in the CFA as observed variables co-varying with all five latent factors. CFA tests of construct validity included the good-fit (GFI), comparative-fit (CFI), normed-fit (NFI), Tucker-Lewis (TLI), incremental-fit (IFI) indices, and the root mean square error of approximation (RMSEA). The control variables were incorporated directly into the model as stand-alone variables ([Hancock and Mueller, 2006](#)).

[Table 1](#) displays the CFA results for the eight variables in this study. The CFA results show that the fit of the eight-factor solution is low ($\chi^2 = 497.394$, $df = 243$, $p < 0.001$; $GFI = 0.862$; $CFI = 0.905$; $IFI = 0.908$; $TLI = 0.873$; $NFI = 0.834$; $RMSEA = 0.073$), with the GFI and TLI fit indexes below 0.90 and RMSEA over 0.05 ([Hair et al., 2006](#)). However, as [Browne and Cudeck \(1993\)](#) state, RMSEAs between 0.05 and 0.08 indicate an adequate fit. Thus, as RMSEA is one of the most informative criteria in covariance structure modeling, our $RMSEA = 0.073$ (below 0.08) provides support for the distinctiveness of all the constructs used in this study ([Table 1](#) shows this CFA in detail).

[Table 1](#) also shows that the composite reliability ranged from 0.918 to 0.789, which is greater than the standard of 0.60 ([Hair et al., 2006](#)). Cronbach's alpha was calculated to assess the reliability of the scales, which ranged from 0.914 to 0.779, above the recommended alpha of 0.70 ([Nunnally, 1978](#)). We also employed a set of established procedures to check for the convergent validity and discriminant validity of our scales. The average variance extracted (AVE) for each construct was between 0.501 and 0.738, which was either equal to or higher than 0.50 ([Bagozzi and Yi, 1988](#); [Fornell and Larcker, 1981](#)), supporting convergent validity. As the correlations table ([Table 2](#)) shows, the authors measured discriminant validity by calculating the square roots of the AVE values (from 0.958 to 0.708, on the main diagonal) and testing whether they were consistently greater than all the corresponding correlations ([Fornell and Larcker, 1981](#)). The results show that each construct

Table 1
Results of confirmatory factor analysis.

	Factor loadings	SMC	Composite reliability	AVE
X01...Clan(*)	–	–	–	–
X02...Adhocracy(*)	–	–	–	–
X03...Market(*)	–	–	–	–
X04...Hierarchy(*)	–	–	–	–
(F1) Trust (Cronbach alpha = 0.907)		0.044	0.916	0.689
Y01...The outsourced and internal employees of the hotel respect each other's competence	0.590			
Y02...The outsourced employees and the staff of this hotel see each other as trustworthy	0.834			
Y03...Between the outsourced and internal employees of this hotel there is complete trust	0.886			
Y04...We always know we can trust each other	0.927			
Y05...The outsourced workers and staff of this hotel trust each other's word	0.871			
(F2) Relational conflict (Cronbach alpha = 0.914)		0.076	0.918	0.738
Y06...There is a lot of resentment between the in-house employees and the outsourced workers	0.776			
Y07...There is little personal harmony between the outsourced workers and the hotel staff	0.847			
Y08...Our way of being and that of the outsourced workers often clash	0.909			
Y09...The outsourced workers form a closed group that I reject	0.898			
(F3) Task conflict (Cronbach alpha = 0.870)		0.058	0.875	0.637
Y10...I often strongly disagree with the opinions of the outsourced workers	0.714			
Y11...The outsourced workers' idea about how to work here is questionable	0.824			
Y12...The outsourced and internal employees have trouble agreeing	0.804			
Y13...I do not agree with the outsourced employees about how this hotel should function	0.844			
(F4) COBs (Cronbach alpha = 0.779)		0.025	0.789	0.501
Y14...I show sincere politeness toward guests, even when they complain for no reason	0.578			
Y15...I voluntarily guide guests who are wandering aimlessly through the hotel	0.699			
Y16...I voluntarily contribute ideas for improving the guests' service quality	0.746			
Y17...I do extra work so that a guest can resolve his/her problems	0.792			
(F5) Sabotage (Cronbach alpha = 0.854)		0.124	0.856	0.601
Y20...I have argued too much with guests	0.735			
Y18...I have told guests off	0.821			
Y21...I have joked too much with guests	0.642			
Y19...I have mistreated guests	0.881			
(*) Corporate culture variables were entered in the CFA as observed variables co-varying with all of the five latent factors				
AVE refers to average variance extracted, and SMC to Squared Multiple Correlation				
Cmin = 497.394; df = 243; p < 0.001; Cmin/df = 2.047				
GFI = 0.862; CFI = 0.905; IFI = 0.908; TLI = 0.873; NFI = 0.834; RMSEA = 0.073				

Table 2
Means, standard deviations, correlations and reliabilities.

Variables	M	DS	1	2	3	4	5	6	7	8	9	10	11
1. Gender	1.55	0.50	–										
2. Age	2.88	1.07	–0.053	–									
3. Clan Culture	25.93	9.95	0.134	–0.113	–								
4. Ad-hoc Culture	31.85	9.75	0.040	–0.009	0.473***	–							
5. Market Culture	19.52	6.60	–0.128	0.113	0.145*	–0.060	–						
6. Hierarchical Culture	24.43	7.18	–0.096	–0.011	0.009	–0.252**	0.309***	–					
7. Trust	4.53	1.56	0.042	–0.105	0.181*	0.135	0.019	–0.063	(0.803)				
8. Relational Conflict	2.38	1.47	–0.021	0.157*	–0.104	–0.177*	0.175*	0.101	–0.089	(0.859)			
9. Task Conflict	2.78	1.46	–0.020	0.151*	0.008	–0.154*	0.141	0.140	–0.053	0.710***	(0.798)		
10. COBs	5.85	1.08	0.081	–0.015	0.145*	0.000	0.166*	–0.015	.152*	–0.121	–0.047	(0.708)	
11. Sabotage	1.73	1.21	–0.072	0.164*	–0.056	–0.114	0.150*	0.120	–0.109	0.326***	0.155*	–0.047	(0.775)

Note: The numbers in parentheses on the diagonal are the square roots of the average variance extracted (AVE). N = 215.

* p < 0.05.

** p < 0.01.

*** p < 0.001.

in the model shares more variance with its corresponding measures than it shares with other constructs in the model, supporting discriminant validity. Once they were factor-analyzed, descriptive statistics calculated the means and standard deviations of the variables.

3.6. Common method bias checking

Common method bias (CMV) may affect the empirical results because the data for this study were collected through self-report questionnaires. CMV is “variance that is attributable to the measurement method rather than to the constructs the measures represent” (Podsakoff et al., 2003: 879). Podsakoff et al. (2003) demonstrated that both proactive and *ex-post* statistical techniques can be used to test for common method biases (see also, Conway and Lance, 2010). In the proactive case, our surveyors guaranteed respondents’ confidentiality and anonymity in order to reduce social desirability bias. In addition, the researchers separated the items on workplace relationship outcomes (trust, relational and task conflict) from each other and from the items on employees’ perceived COBs and sabotage, and these five scales’ items appeared on different pages of the questionnaire. This yielded an effect of psychological separation in the respondents (Podsakoff et al., 2003). In the *ex-post* statistical technique, the possibility of common method bias (CMV) was tested using the marker variable technique (Lindell and Whitney 2001). This method attempts to control for CMV by including “a measure of the assumed source of method variance as a covariate in the statistical analysis” (Podsakoff et al., 2003: 889). We employed the marker variable technique in a *post hoc* manner by using the lowest correlation on the correlation matrix (i.e., the gender variable, in our case; see Table 2) and following the CFA marker approach proposed by Williams and colleagues (Williams et al., 2003a,b). This CFA marker approach points out several possible advantages, including the ability to model random error in the marker and substantive constructs, as well as CMV at the item level, and keep researchers from relying on “corrected” correlations when the outcome of the statistical test for detecting CMV is not significant. As such, our paper proceeds as follows. We first place the four variables assessing the four types of culture studied as indicators of a unique ‘culture’ latent variable. We then compare the Chi-Square change for a model in which all the marker (gender) covariance paths are freely estimated ($\chi^2 = 795.052$, $df = 285$, $p < 0.001$) to one in which they are constrained to zero ($\chi^2 = 806.721$, $df = 290$, $p < 0.001$) (Williams et al., 2003a,b). An inspection of the Chi-Square change for the two models indicates that it was not significant ($\Delta\chi^2_{d(5)} = 10.669$, $p > 0.05$). Thus, the presence of the marker (gender) did not seem to generate significant additional variance due to CMV and, hence, this was not a major problem for the data.

4. Results

Table 2 shows the means, standard deviations, reliabilities, and correlations (r) among all the study variables. Results in Table 2 show significant inter-correlations in some of the expected directions between the corporate culture factors and the variables that make up trust and the two types of conflict, and between the latter and behavior toward the guest, thus showing support for the basic study thesis. These results also appear to suggest Adhocracy ($M = 31.85$) and Clan ($M = 25.93$) culture types as dominant cultures in the sampled hotels, whereas Market culture ($DS = 6.69$) is the one that produces more agreement.

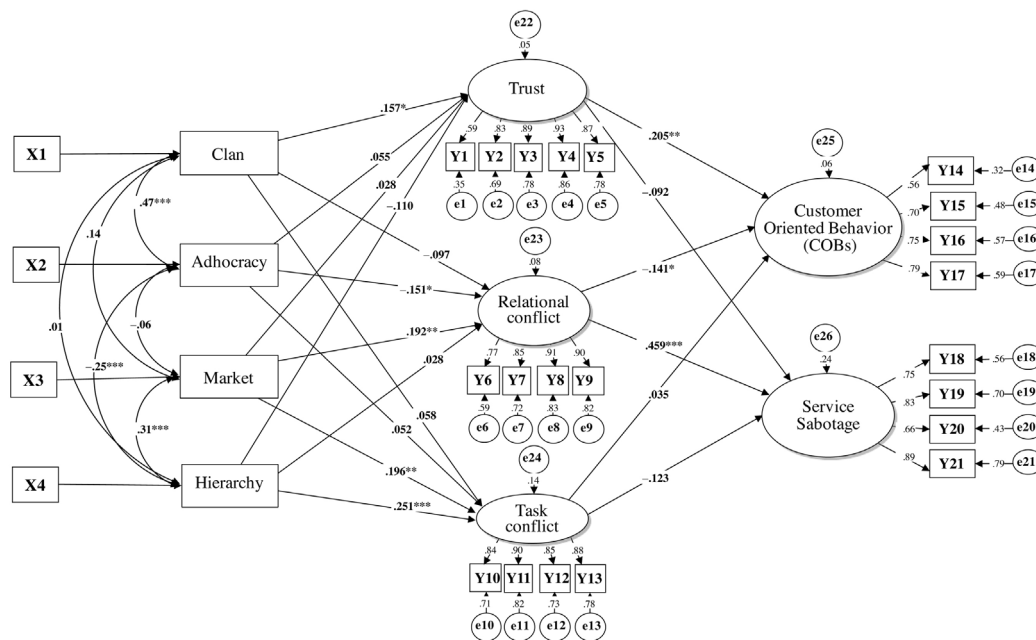
We tested the resulting model using structural equation modeling. Fig. 2 is a path diagram that shows the relationships between the observed variables (survey answers, in rectangles) and the

unobserved latent variables (circles). To test the relationships established in the hypotheses, we considered a whole SEM model where the four types of culture (clan, ad-hoc (adhocracy), market, and hierarchy) were entered, along with the control variables and the criterion variables, that is, trust, relational and task conflict, COBs, and sabotage (Fig. 2). The control variables were incorporated directly into the model as stand-alone variables (Hancock and Mueller, 2006). The various fit indices used, also shown in Fig. 2, reveal a tolerable fit of the model (Hair et al., 2006). In addition, we employed CFA to test the fit of an alternative model with paths from each culture type to COBs and sabotage, and then from each of these two behaviors to trust, relational conflict, and task conflict. This would suggest that, contrary to what our hypothesized model proposes, COBs and sabotage actually predict workplace relationship quality. The results showed that the fit of our hypothesized model ($\chi^2 = 448.471$; $df = 335$; $p < 0.001$; $GFI = 0.891$; $CFI = 0.958$; $IFI = 0.959$; $TLI = 0.949$; $NFI = 0.854$; $RMSEA = 0.041$) is significantly better ($\Delta\chi^2_{d(5)} = 19.444$, $p = 0.00159$) than the alternative model ($\chi^2 = 419.027$, $df = 330$, $p < 0.001$; $GFI = 0.889$; $CFI = 0.951$; $IFI = 0.952$; $TLI = 0.943$; $NFI = 0.851$; $RMSEA = 0.049$), thus adding support for the appropriateness of the causal direction as it is proposed by our hypothesized model.

Given that the clan culture is related significantly and positively to trust ($B = 0.157$; $p < 0.05$) and does not show a significant relationship with relational conflict ($B = -0.097$; p ns.) or task conflict ($B = 0.058$; p ns.), the results empirically support hypothesis H1a, but not H1b or H1c (see Fig. 2). Similarly, H2b, one of the three sub-hypotheses that make up H2, is supported by the negative relationship between the ad-hoc culture and relational conflict ($B = -0.151$; $p < 0.05$). However, H2a and H2c were unsupported by the non-significant relationship between the ad-hoc culture and trust ($B = 0.055$; p ns.), H2a, and task conflict ($B = 0.052$; p ns.), H2c. The market culture was significantly linked to relational conflict ($B = 0.192$; $p < 0.01$) and task conflict ($B = 0.196$; $p < 0.01$), supporting, therefore, H3b and H3c, but not H3a ($B = 0.028$; p ns.), which predicted a negative link to trust. Finally, H4 finds partial support, as there is a positive significant relationship from the hierarchical culture to task conflict ($B = 0.251$; $p < 0.001$), supporting H4c, but not to trust, H4a, ($B = -0.110$; p ns.) or relational conflict, H4b, ($B = 0.028$; p ns.).

Fig. 2 also shows the results of examining the effects of trust and relational and task conflict on COBs (Hypothesis 5) and sabotage (Hypothesis 6). H5 is partially supported, as there were only significant effects that increased COBs in the case of trust ($B = 0.205$; $p < 0.01$), H5a, and reduced COBs in the case of relational conflict ($B = -0.141$; $p < 0.05$), H5b, but there were no significant effects in the case of H5c, that is, task conflict ($B = 0.035$; p ns.). Trust was not significant in the case of sabotage ($B = -0.092$; p ns.), rejecting H6a. Contrary to expectations, H6c prediction was not supported, as task conflict did not significantly reduce sabotage ($B = -0.123$; p ns.). Finally, relational conflict did show a positive significant impact on sabotage directed toward guests ($B = 0.459$; $p < 0.001$), supporting H6b. The model results confirm the significant positive role that trust plays in the quality of workplace relationships by increasing COBs ($B = -0.205$; $p < 0.01$), thus attenuating the effect of relational conflict on workplace relationship quality by decreasing COBs ($B = -0.141$; $p < 0.05$) and increasing sabotage ($B = 0.459$; $p < 0.001$). However, the model results failed to support the hypothesized negative influence of task conflict on sabotage ($B = -0.123$; p ns.), emerging as a neutral conflict in harming workplace relationship quality.

Fig. 2 also indicates that the ad-hoc culture, which was able to reduce relational conflict ($B = -0.151$; $p < 0.05$), and the clan culture, which increased trust ($B = 0.157$; $p < 0.05$), were the only culture types able to increase workplace relationship quality. These two types of cultures, hence, are supported as the only ones that play



$N = 215$; $Cmin = 448.471$; $df = 335$; $p < .001$; $GFI = .883$; $CFI = .958$; $IFI = .959$; $TLI = .949$; $NFI = .854$; $RMSEA = .041$; Note: * $p < .05$; ** $p < .01$; *** $p < .001$

Fig. 2. Tested model of corporate culture as a determinant of trust and task and relational conflicts between internal and outsourced employees, and its effects on the treatment received by the guest.

a significant positive role in the outsourcing context under study. By contrast, Fig. 2 indicates that both the market and hierarchy cultures are inadvisable, as the former increased relational conflict ($B = 0.192$; $p < 0.01$) and task conflict ($B = -0.196$; $p < 0.01$), and the hierarchy culture had a significant positive impact on task conflict ($B = 0.251$; $p < 0.001$). However, as task conflict was shown to be neutral in affecting COBs ($B = 0.035$; p ns.) and sabotage ($B = -0.123$; p ns.), the significant link from market ($B = 0.192$; $p < 0.01$) and hierarchy ($B = 0.251$; $p < 0.001$) cultures to task conflict may be ultimately considered neutral for outsourcing performance.

5. Discussion

The aim of this study was to focus primarily on the individual level of analysis to examine the usefulness of the corporate culture in predicting the way outsourcing processes are perceived by hotel employees and their possible reactions. Based on the differentiation between in-house and outsourced employees, we predicted that the corporate culture could be an important ally in the success or failure of hotel outsourcing, as it can have a positive impact on relations of trust and lack of conflict between these two collectives. The results support the importance of controlling these trust and conflict variables for the success of the outsourcing. Thus, to the degree that the relations of trust between internal and outsourced employees diminish, and relational conflict increases, significant increases have been shown in the destructive behaviors of the staff toward the hotel, in terms of decreased COBs and increased sabotage.

The results shown in Fig. 2 illustrates and nuance the aforementioned role of the corporate culture in the success or failure of hotel outsourcing processes. Because it is the only one that significantly reduces relational conflict and has a neutral effect on trust, the results point to the ad-hoc culture as the first option for outsourcing. The clan culture is also found to be useful, but to a lesser degree, as it has been shown to have a neutral effect on both types of conflict, only showing the capacity to increase trust. Finally, the results warn against the market and hierarchical cultures, suggesting that they are inappropriate for hotel outsourcing.

The former promotes relational and task conflict between internal and outsourced employees, and the latter, the hierarchical culture, fosters task conflict. The results also support the destructive effects (decreased COBs and increased sabotage) that a lack of trust and relational conflict could have on the hotel. Indeed, as Fig. 2 shows, relational conflict is an especially dangerous variable for the hotel because it has a high impact on sabotage and on decreased COBs. Surprisingly, task conflict does not seem to be harmful because, contrary to expectations, it had a neutral effect on COBs and sabotage.

On the whole, this study seems to contribute novel theoretical implications to the literature on outsourcing in hotel organizations. Not less important are the specific strategies that can be derived from the results, in order for managers to achieve successful outsourcing in hotel organizations. Finally, this study could open up avenues for future research.

First, the results contribute to developing the literature on the impact that the corporate culture can have on the success or failure of hotel outsourcing. The importance of ensuring that vendors' employees live in harmony within the culture of a hotel was pointed out by Espino-Rodríguez and Gil-Padilla (2005). However, prior studies on the cultural factor in hotel outsourcing (Espino-Rodríguez and Gil-Padilla, 2005; Espino-Rodríguez and Padrón-Robaina, 2004, 2005; Hemington and King, 2000; Lam and Han, 2005) are mere warnings and calls for the necessary research and development of the corporate culture in hotel outsourcing. In this sense, this study also responds to the admonition by Langfield-Smith and Smith (2001) about the need to manage ideal organizational cultures that favor outsourcing's success. Indeed, in supporting adhocracy as the OCAI culture with the greatest "compatibility" with outsourcing, this study makes an important contribution to the literature by confirming that a "compatible culture" is necessary to achieve outsourcing success (e.g., Hemington and King, 2000; Langfield-Smith and Smith, 2001, 2003). In addition, the results confirm that the presence of the ad-hoc culture particularly, and the clan culture to a lesser degree, can be relevant to outsourcing's performance. The ad-hoc culture

is the only one able to reduce dangerous relational conflict, and the clan culture is the only one able to increase trust, while both are neutral, at the same time, with respect to the remaining workplace relationship indicators. In turn, the beneficial effects of trust are less than those shown by decreased relational conflict, as trust only increased COBs, while relational conflict increased COBs and decreased sabotage.

Therefore, the results of this study indicate that an appropriate combination of ad-hoc and clan cultures is advisable for successfully managing hotel outsourcing actions. Perhaps the lack of recipes to guide the outsourcing processes in day-to-day work makes the employees influenced by the essence of the ad-hoc culture (adhocracy) the most creative and the least risk averse, and the most capable of seeing the outsourcing hotel as a dynamic place to work with a constant acquisition of new resources, but never conflictive. Moreover, encouraged by the adhocracy culture, the leaders who are immersed in this culture are also innovators, and they give the organization the capacity to experience new ways of successfully combining their internal and outsourced services over time. On the other hand, outsourcing cannot ignore the unity between the internal and external staff based on relationships resulting from cohesion, participation, communication, and empowerment. Given the awareness of collaboration inculcated by the clan culture, outsourcing seems to receive strong backing from that culture type as well.

Second, the findings of this study also further develop the hotel outsourcing literature on trust. Trust has arisen as an important factor in achieving successful relations between service providers and an outsourcing organization (Domberger, 1998; Ring and Van de Ven, 1992; Gietzmann, 1996). However, as previously discussed, although trust is a key factor in the success of outsourcing, in the literature it had only been studied from the perspective of inter-organizational relations. Therefore, this is a pioneer study in examining trust relations between internal and outsourced employees at the individual level in the hotel context. The results confirm the usefulness of trust by showing its greater presence in some cultures than in others, and that it is apparently innocuous in provoking destructive behaviors that harm the hotel, such as sabotage, but relevant in increasing COBs. As COBs are supererogatory acts and, hence, not based on contractual obligation, the enactment of sabotage was presumably more active, while the withholding of COBs was relatively passive and possibly an easier response. In any event, these latter results seem to challenge prior research that found links between trust and interpersonal dimensions of organizational citizenship behaviors (OCB-I) (Aryee et al., 2002).

With a substantial impact of relational conflict on the employee's destructive behavior (decreased COBs and, to a greater degree, sabotage), in light of the results obtained, the relational conflict between in-house and outsourced employees must be contemplated as an inescapable factor in predicting outsourcing success in future studies. In addition, the capacity for the relational conflict between internal and outsourced workers in the hotel context to predict COBs and, to a greater degree, sabotage, also makes a contribution to the literature on services, organizational behavior, the hospitality industry, and services marketing. However, task conflict is neutral in its possible influence on COBs and sabotage. A possible explanation for this could rest on the idea that task conflict, in the context under study, may be low and hence, able to solve competency problems between internal and outsourced employees. This could lead to a greater commitment to job and guest service, neutralizing the potential adverse effects that market and hierarchical cultures might have. In fact, past studies have found that differences in levels of task conflict cause differences in group performance. As such, whereas relational conflict is always associated with low performance, moderate task conflict could be associated with higher performance (Tidd et al., 2004; Simons and

Peterson, 2000). In addition, task conflict has been found to have positive effects on the quality and acceptance of decisions by the group (Janssen et al., 1999), and all of the above may be suggested as an explanation for the neutral effects of task conflict in this study. For the same reason, it should also be noted that the neutral effects of task conflict in this study should be viewed with caution, as they do not indicate that it is innocuous for outsourcing. In our opinion, based on the theory and arguments provided in this paper, task conflict may still have room to be harmful to hotel outsourcing.

Third, this study can also suggest specific strategies for managers to use to achieve successful outsourcing in hotel organizations. The adhocracy-clan combination is recommended for hotel organizations to formulate organizational culture. Because one has an internal orientation and the other has an external orientation, specific recommendations for hotel organizations should include how the competing values might be integrated in a hotel's organizational culture. Our study results support a link between workplace relationship quality and the way the staff treats guests. Therefore, there is basic agreement in the workplace that what is important internally has an impact outside the hotel. Results show that the clan culture contributes to internally-oriented actions, such as workplace relationship quality (reduced relational conflict or increased trust), and that the adhocratic culture contributes to externally-oriented staff COBs and sabotage. Furthermore, these two cultures are strongly inter-correlated (see Table 2), which can also make it more likely that staff will be more sensitive to and more easily internalize the idea that both cultures are complementary.

Middle management plays an important role in the shape of this culture integration. With adequate training and awareness, under their supervision in the day-to-day work, they can guide the internal and in-house staff to internalize corporate minicultures that incorporate the adhocracy-clan combination. Thus, to formulate organizational culture, it would be beneficial to first audit the existing feelings and values of the in-house staff about the outsourcing processes, testing which staff members are internally (workplace relationship quality) or externally oriented (COBs and sabotage), and which ones are both. In parallel, as guests use and have access to the hotel services during their in situ presence in the hotel, hotel management can survey them to find out the extent to which they receive COBs and sabotage. These behaviors can function as indicators of the level of external orientation in areas and departments. As a result, hotel management can obtain a map of the existing minicultures throughout the hotel organization. In developing a positive corporate culture, as Yap and Webber (2015) point out, leadership practices can play a fundamental role. Leaders' support could thus be crucial for successfully developing minicultures that integrate the adhocracy-clan combination in hotels using outsourcing. Actions of this type might include programs that raise staff awareness about the fact that both internal and external orientations are important. In addition to diagnostic interviews, these programs could incorporate counseling and other job related activities that are able to instill this twofold culture perspective in the staff. The fact that the work environment includes outsourced and in-house employees working concurrently should be taken into account. Middle management action could impact external and internal staff differently. As Svensson et al. (2015) found, for instance, external workers are more likely than internal employees to notice leadership profiles and styles, so that this training should be conducted more carefully in the case of external staff. In the end, this 'nested strategy' should be able to lead staff to the awareness that outsourcing has positive consequences, based on the conception of a work site that is not only family-oriented, but also concerned with the reality outside the hotel. Comprehending and promoting corporate culture in this way probably implies giving vent to the unitary interests in innovation and progress of all the members of the hotel.

5.1. Limitations, future research and conclusions

Regarding the limitations, we acknowledge that this study has weaknesses. First, the study can suffer from one source/method bias, and, hence, caution is needed in interpreting the results. Furthermore, as [Zheng and Pavlou \(2010\)](#) indicate, SEM models cannot infer causality SEM, as they are only a method of inferring “near” (versus absolute) causality. SEM also only encodes linear relationships among constructs, essentially ignoring the possibility of nonlinear relationships. Second, as an ipsative scoring system is based on the dependency of each informant response, there is a limitation of using ipsative scoring for OCAI. Third, we have only focused on internal employees, who have certain work conditions that are often inherent to their specific in-house role. The external employees in our hotel context may unleash different reactions toward guests from internal employees. Fourth, it is possible that our study over-focuses on the workplace relations where internal and external staff interact more, i.e., those existing in the service areas reported by our survey. Finally, the data were obtained from a limited universe, thus questioning the generalizability of the findings.

Some questions remain unanswered that could be the basis for future research. First, as recognized in the limitations about the generalizability of the findings, future research should triangulate our data collection technique. Conducting one or two more studies to triangulate the research findings may also be considered a way to gain qualitative insights. Second, although the psychological states and traits used in this study to measure trust and conflict in the outsourcing processes are supported by the existing research on trust and conflict, future studies should look more closely and broaden the types of ‘indicators of interpersonal dysfunction’ used in this study, considering other variables, indicators, and psychological processes. Third, future research on outsourcing can also include the specific impact that the perception of trust and conflict can have on other factors and/or destructive behaviors (deviated behaviors between coworkers and toward the hotel, task performance, service satisfaction, guests’ loyalty to the hotel and destination, among others). Thus, for example, it would be possible to study the guests who are witnesses to acts of mistrust and conflict between internal and outsourced workers, and use this negative perception to predict their satisfaction and revisit intentions. Fourth, another possibility would be to consider extending the field of possible antecedents of outsourcing success by measuring the perceptions of (in)justice observed in these processes (e.g., procedural justice or distributive justice).

Finally, it is necessary to investigate the different possible effects of the perceptions of the culture studied depending on the different areas or services where the employees work in the hotel, as they can produce significant differences in the behavior of the different constructs used in this study. For example, the episodes in which the relationships of trust and/or conflict between internal and outsourced workers can be witnessed by guests (for example, hotel receptionists during guest *check-in*) can have a special impact on the guest, as a scenario is produced closer to the guest that could, therefore, unleash more intense responses toward guests, and through them toward the hotel.

This article, in addition, contributes to a greater comprehension of the influence of the corporate culture on the success of outsourcing. Differentiating between internal and outsourced employees, the results support the adhocracy and clan cultures as cultures that have a positive and significant impact on relational conflict and lack of trust between internal and outsourced employees, both leading to employees’ destructive behaviors toward the hotel. Given the capacity of the values and beliefs of these two culture types to control relations of mistrust and relational conflict, when designing their outsourcing strategies, managers can find part of the key to

the success of their hotel outsourcing proposals in matching the values, principles and beliefs of the adhocracy and clan cultures.

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