

The Effects of Servant Leadership and Psychological Capital on Hotel Salespeople's Critical Job Outcomes

Mona Bouzari

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Approval of the Institute of Graduate Studies and Research

Assoc. Prof. Dr. Ali Hakan Ulusoy
Director (a)

I certify that this thesis satisfies the requirements as a thesis for the degree of Doctor of Philosophy in Tourism Management.

Prof. Dr. Hasan Kılıç
Dean. Faculty of Tourism

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Doctor of Philosophy in Tourism Management.

Prof. Dr. Osman M. Karatepe
Supervisor

Examining Committee

1. Prof. Dr. Osman M. Karatepe
2. Prof. Dr. Himmet Kardal
3. Prof. Dr. Hasan Kılıç
4. Prof. Dr. Sima Nart
5. Assoc. Prof. Dr. Ali Öztüren

ABSTRACT

This thesis aims to develop and test a research model that investigates the effects of servant leadership and psychological capital on hotel salespeople's lateness attitude, intention to remain with the organization, service-sales ambidexterity, and service-oriented organizational citizenship behaviors. Data gathered from salespeople and their immediate supervisors employed in the four- and five-star hotels in Tehran, the capital city of Iran, were used to test the relationships in the model. Data were collected with a time lag of two weeks in three waves. The interrelationships of the aforementioned variables were tested through structural equation modeling.

The results confirmed that servant leadership exerted a significant positive effect on salespeople's psychological capital. Salespeople high on psychological capital had lower levels of lateness attitude and higher levels of intentions to remain with the organization. Such salespeople also displayed higher levels of service-sales ambidexterity and service-oriented organizational citizenship behaviors. The results further revealed that servant leadership influenced the abovementioned outcomes through psychological capital.

In this thesis, the findings given above were discussed and their theoretical and practical implications were provided. Limitations of the empirical study and its future research directions were highlighted in this thesis.

Keywords: Intention to remain with the organization, Lateness attitude, Psychological capital, Servant leadership, Service-oriented organizational citizenship behaviors, Service-sales ambidexterity

ÖZ

Bu tezin amacı, hizmetkar liderlik uygulaması ile psikolojik sermayenin otel satış elemanlarının işe geç kalma niyeti, işyerinden ayrılmama niyeti, hizmet-satış yönlülüğü ve hizmet odaklı örgütsel vatandaşlık davranışları üzerindeki etkilerini inceleyen bir araştırma modelini geliştirip test etmektir. Modelde yer alan ilişkiler, İran'ın başkenti Tahran'da faaliyet gösteren dört ve beş yıldızlı otellerdeki satış elemanları ile onların bağlı olduğu yöneticilerden toplanan veri yoluyla test edilmiştir. Veri, üç dalgada iki haftalık zaman diliminde toplanmıştır. Değişkenler arası ilişkiler yapısal eşitlik modellemesi ile test edilmiştir.

Bulgular, hizmetkar liderliğin satış elemanlarının psikolojik sermayesi üzerinde anlamlı pozitif bir etkisinin olduğunu göstermektedir. Psikolojik sermayesi yüksek olan satış elemanlarının işe geç gelme niyeti düşmüş, işten ayrılmama niyeti artmıştır. Yine psikolojik sermayesi yüksek olan satış elemanlarının hizmet-satış yönlülüğü ile hizmet odaklı örgütsel vatandaşlık davranışları yükselmiştir. Bulgular, hizmetkar liderliğin yukarıda ifade edilen değişkenleri psikolojik sermaye vasıtasıyla etkilediğini de ortaya koymuştur.

Bu tezde, yukarıda verilen bulgular tartışılmış ve teorik ve yönetsel belirlemelere yer verilmiştir. Tezde, çalışmanın sınırları ve gelecek araştırmalara yönelik belirlemeler üzerinde durulmuştur.

Anahtar Kelimeler: Hizmet odaklı örgütsel vatandaşlık davranışı, Hizmet-satış yönlülüğü, Hizmetkar liderlik, İşe geç kalma niyeti, İşten ayrılmama niyeti, Psikolojik sermaye

DEDICATION

TO MY FAMILY

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Sometimes, it is very hard to express our real feelings and gratitude through words, and for me, this is that moment. I am so blessed to have such supportive and wonderful people in my life that have helped me reach my goal and helped me through this endless journey.

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TABLE OF CONTENTS

ABSTRACT.....	iii
ÖZ.....	iv
DEDICATION.....	v
ACKNOWLEDGMENT.....	vi
LIST OF TABLES.....	x
LIST OF FIGURES.....	xi
LIST OF ABBREVIATIONS.....	xii
1 INTRODUCTION.....	1
1.1 Research Philosophy.....	1
1.1.1 Deductive Approach.....	1
1.1.2 Servant Leadership, Psychological Capital, and Outcomes.....	2
1.2 Purpose and Research Voids in the Current Literature.....	4
1.2.1 Purpose of the Thesis.....	4
1.2.2 Research Voids in the Current Literature.....	4
1.3 Methodology.....	9
1.3.1 Participants and Procedure.....	9
1.3.2 Measures.....	11
1.3.3 Strategy of Analysis.....	11
1.4 Thesis Outline.....	12
2 LITERATURE REVIEW.....	13
2.1 Theories.....	13
2.1.1 Self-Determination Theory.....	13
2.1.2 Conservation of Resources Theory.....	14

2.2	Servant Leadership, Psychological Capital, and Outcomes.....	16
2.2.1	Servant Leadership.....	16
2.2.2	Psychological Capital.....	22
2.2.3	The Indicators of Psychological Capital	26
2.2.4	Lateness Attitude	30
2.2.5	Intention to Remain with the Organization.....	31
2.2.6	Service-Sales Ambidexterity.....	32
2.2.7	Service-Oriented Organizational Citizenship Behavior.....	33
3	RESEARCH HYPOTHESES	35
3.1	Research Model	35
3.2	Hypotheses Development	37
3.2.1	Servant Leadership → Psychological Capital.....	37
3.2.2	Psychological Capital → the Four Critical Employee Outcomes.....	39
3.2.3	The Mediating Role of Psychological Capital	41
4	METHODOLOGY	44
4.1	Deductive Approach	44
4.2	Sample and Procedure.....	45
4.2.1	Participants and Data Collection.....	45
4.2.2	Temporal Separation and Multiple Sources of Data.....	46
4.2.3	Response Rate	46
4.3	The Measuring Instruments	47
4.3.1	Measures	47
4.3.2	Back-Translation and Pilot Study	48
4.4	Strategy of Analysis	48
4.4.1	Frequency.....	48

4.4.2 Two-Step Approach	48
5 RESULTS	51
5.1 Demographic Characteristics	51
5.2 The Measurement Model	52
5.2.1 Convergent Validity and Discriminant Validity	52
5.2.2 Composite Reliability	57
5.2.3 Correlations of Observed Variables	57
5.3 Tests of Research Hypotheses.....	59
6 DISCUSSION	62
6.1 Summary of Key Findings	62
6.2 Theoretical Implications	63
6.3 Management Implications.....	65
6.4 Limitations and Suggestions for Future Research	67
7 CONCLUSION.....	69
REFERENCES	71
APPENDIX.....	101

LIST OF TABLES

Table 1: Respondents' Profile (n= 187).....	52
Table 2: Confirmatory Factor Analysis Results.....	54
Table 3: Means, Standard Deviations, and Correlations of Observed Variables.....	58
Table 4: Main Results.....	60

LIST OF FIGURES

Figure 1: Research model.....	36
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LIST OF ABBREVIATIONS

AVE	Average variance extracted
CFI	Comparative fit index
COR	Conservation of resources theory
CR	Composite reliability
IR	Intention to remain with the organization
LA	Lateness attitude
LISREL	Linear Structural Relations
PNFI	Parsimony normed fit index
Psy Cap	Psychological capital
RMSEA	Root mean square error of approximation
SDT	Self-determination theory
SL	Servant leadership
SOOCBs	service-oriented organizational citizenship behaviors
SPSS	Statistical Package for the Social Science
SRMR	Standardized root mean square residual
SSA	Service-sales ambidexterity

Chapter 1

INTRODUCTION

Traditionally, the introduction chapter contains information related with the applied research philosophy, the main purpose of the study, and its contribution to the hospitality management literature. This is followed by information about methodology and general information related to sample and procedure, measures and data analysis. At the end of this chapter, the outline of this thesis is presented.

1.1 Research Philosophy

1.1.1 Deductive Approach

This study offers and tests a research model which contains various constructs. In order to do so, several hypotheses will be tested. According to definition “In a deductive approach, you begin with an abstract, logical relationship among concepts, then move toward concrete empirical evidence” (Neuman, 2003, p.51). Using such approach, the researcher applies what he knows and moves to what he cannot see directly. In other words, the researcher has a clear theoretical position prior to the data collection. In such approach, the conclusion is drawn first and the research is all about proving it to be correct or incorrect (Altinay & Paraskevas, 2008). As soon as the researcher uses deductive approach, the researcher starts with (a) theoretical framework(s) and develops existing empirical inquiries to develop rational relationships among different study variables. In this case, a conceptual/research model will be developed and the associations between the constructs will be justified

and explained by applying existing theories and empirical studies. In the next step, the relationships are checked by using collected data in the field.

1.1.2 Servant Leadership, Psychological Capital, and Outcomes

Based on the aforementioned information, this thesis suggests and tests a research model that examines the mediating role of psychological capital (PsyCap), as manifested by self-efficacy, hope, resilience, and optimism, in the association between servant leadership (SL) and several employee outcomes-namely lateness attitude (LA), intention to remain with the organization (IR), service-sales ambidexterity (SSA), and service-oriented organizational citizenship behaviors (SOOCBs). These relationships are explained and justified by using self-determination theory (SDT) and conservation of resources (COR) theory.

SL is intensely associated with the satisfaction of the psychological needs and servant leaders invest their time and energy to understand the needs of all individual followers and satisfy their needs (Van Dierendonck, Stam, Boersma, Windt, & Alkema, 2014). Such leaders are also able to elevate employees' PsyCap (cf. Hsiao, Lee, & Chen, 2015). Accordingly, employees high on PsyCap report positive outcomes (cf. Karatepe & Karadas, 2015; Yeh, 2012).

As hotels face greater competitive pressure from globalization and customization, they need to meet customer demands for unique and memorable experiences in order to survive in the industry (Chathoth, Altinay, Harrington, Okumus, & Chan, 2013; Gilmore & Pine, 2002) and provide quality services to customers effectively (Tang, 2014; Wang, Chen, & Chen, 2012).

Recently, there is an increasing propensity of recognizing employees as key assets since such employees offer firms with a source of sustainable competitive advantage (Biswas, 2009). This is also the same in the hospitality sector. Employees in frontline service jobs in the hospitality industry play an essential role in creating and maintaining long-term customer relationships (Karatepe & Agbaim, 2012). Since such employees are in regular interactions either face-to-face or voice-to-voice with customers, they are responsible for delivery of service quality and are expected to display good performance in the workplace (Karatepe, 2014).

Salespeople in the hotel industry who are expected to meet sales targets or find new market segments for increasing the sales of the organization are among these frontline employees. It is commonly believed that salespeople are in the best position that are able to assess customers' perceived value by decoding both verbal and nonverbal cues while encountering the customers (Magnini, 2009). As a result, they can deduce the customer's level of need and readiness to pay. Salespeople also familiarize customers with products' new features and benefits. Salespeople who are keen to improve their sales skills and gain positive evaluations from managers perform better compared to other (Chen & Peng, 2014). Hence, in such a highly competitive environment, to improve their service quality, managers should pay much attention to how to identify salespeople's psychological status and feelings and adopt appropriate leadership style (He, An, & Lin, 2016). Furthermore, as stated by Friend, Johnson, Luthans, and Sohi (2016), advancing PsyCap in sales research is important given the need for a comprehensive positive approach to drive sales performance, offset the high cost of salesperson turnover, increase cross-functional sales interfaces, and improve customer relationships.

The aforesaid discussion undoubtedly shows the vital role of salespeople in organizations, including the hospitality industry. Consequently, it seems that selection and retention of effective and right employees who fit the demands of sales positions in terms of personality, skills, and ability need to be taken into precise consideration. Nonetheless, only few studies have inspected salespeople's behaviors in terms of personality, skills, and ability and the factors increasing their performance in the workplace in a hospitality context (e.g., Chen & Peng, 2014).

1.2 Purpose and Research Voids in the Current Literature

1.2.1 Purpose of the Thesis

In order to explain and justify the relation between the study constructs, SDT (Ryan & Deci, 2000) and COR theory (Hobfoll, 1989) are applied in the current research. This study proposes and tests a research model that examines the mediating role of PsyCap in the relationship between a leadership style and employee outcomes. More specifically, as stated earlier, the central purpose of this study is to test the impact of SL on self-efficacy, hope, optimism, and resilience as the indicators of PsyCap and the impacts of the indicators of PsyCap on LA, IR, SSA, and SOOCBs. This study also aims to examine the mediating role of PsyCap between SL and the aforementioned critical outcomes. In order to test such relation, data is gathered from salespeople with a two-week time lag in three waves in the four and five-star hotels in Tehran, Iran.

1.2.2 Research Voids in the Current Literature

SL is a fairly new concept in leadership studies, being investigated in the organizational behavior literature (Hunter et al., 2013; Van Dierendonck, 2011). In this leadership style, leaders pay their greatest attention to caring about followers and help them accomplish their personal goals and focus on the needs of their followers

(Greenleaf, 1977). PsyCap which refers to “an individual’s positive psychological state of development and is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward goals and, when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resilience) to attain success” (Luthans, Youssef, & Avolio, 2007, p. 3). LA that is known as a type of withdrawal behavior in the workplace, has a substantial effect on organizational and individual performance (Foust, Elicker, & Levy, 2006) and IR.

Moreover, “ambidexterity refers to the simultaneous pursuit of dual, sometimes seemingly conflicting strategic goals” (Yu, Patterson, & de Ruyter, 2012, p. 1). In their inquiry, Yu et al.’s (2012) has presented that empowerment, team support, and transformational leadership are positively associated with SSA at the individual level. Bettencourt, Gwinner, and Meuter (2001) have developed the SOOCBs scale and found that it consists of three dimensions, which are loyalty SOOCBs, service delivery SOOCBs, and participation SOOCBs. Employees high on SOOCBs perform beyond the role requirements of the job, contribute to the organization via suggestions for service improvement, and encourage coworkers to come up with ideas for better service offering (Bettencourt et al., 2001).

The present study bears several contributes. First of all, SL, as a fairly new concept in leadership studies, has been investigated in the organizational behavior literature (Hunter et al., 2013; Van Dierendonck, 2011). Though, it has received very little attention in the hospitality management literature. This gap seems surprising since it

is believed that SL is among the factors increasing excellent customer service (Wu, Tse, Fu, Kwan, & Liu, 2013). Additionally, as emphasized by Chiniara and Bentein (2016), in spite of a growing stream of academic studies exploring positive outcomes of servant leadership practice, very little is known about the underlying psychological processes that enhance individual performance at work. As an early research aiming at determining the impact of this leadership style in the hospitality industry, Brownell (2010) clearly argued that SL elevated customer service. In another recent inquiry, Karatepe and Talebzadeh (2016) claimed that SL had a positive and significant impact on work engagement through PsyCap among flight attendants. Nevertheless, it appears that this is the first study testing and determining the positive effect of SL on hotel salespeople PsyCap by applying SDT as a theoretical framework (cf. Karatepe & Talebzadeh, 2016; Koyuncu, Burke, Astakhova, Eren, & Cetin, 2014).

Secondly, there is a noteworthy gap mentioned in a meta-analytic study done by Newman, Ucbasaran, Zhu, and Hirst (2014) and a recent work by Avey (2014) suggesting that more research is required to help scholars understand the predictors of PsyCap. In spite of the rapid publication growth, an analysis of PsyCap, particularly in frontline service jobs, has yet to be conducted (Dawkins, Martin, Scott, & Sanderson, 2013; Jung & Yoon, 2015). More specifically, in the case of the hospitality industry, another void is proposed by Karatepe and Karadas (2015) that suggests the need to determine the antecedents and consequences of PsyCap in this sector.

Moreover, LA is costly to organizations in terms of loss of late employee productivity, supervisors' lost time due to disciplining late employees, and

reorganizing work schedules to meet productivity goals (Foust et al., 2006). It similarly has a negative impact on other employees in the same organization. As the study shows, the estimated annual cost for employee lateness in the case of businesses in the United States (US) has been more than 3 billion US dollars (Berry, Lelchook, & Clark, 2012; DeLonzor, 2005). Surprisingly despite its significant influence in organizations, LA has not been investigated as much as other withdrawal actions like turnover intentions and absenteeism (Karatepe & Choubtarash, 2014; Karatepe & Kaviti, 2016). With this recognition, this study tests the joint effects of PsyCap, as manifested by self-efficacy, hope, optimism, and resilience, on employees' LA.

As specified by DeConinck (2015), the costs of turnover are especially high among salespeople. For instance, the costs of recruiting, interviewing, and hiring new salespeople are between \$75,000 and \$300,000 for each salesperson (Sandler Training, 2012). Consequently, firms need to create a work environment that encourages good business-to-business salespeople to stay (Hamwi, Rutherford, Boles, & Madupalli, 2014). Sales turnover is also particularly important in relation to sales management due to the nature of sales positions, their historically high turnover levels, and the difficulty involved in filling them (Bande, Fernández-Ferrín, Varela, & Jaramillo, 2015). Given the high costs of turnover especially among salespeople, there is a need for understanding the factors that influence employee turnover intentions (DeConinck, 2015). More specifically, in a recent study conducted among salespeople, the authors suggested examining the effects of leadership styles as a potential antecedent affecting salespeople's intentions to quit (Tseng & Yu, 2016). Thus, understanding the reasons for sales force turnover and reducing it seems very essential.

In addition, inconsistent findings of whether ambidextrous strategies have positive or negative impacts on organizational performance suggest the need to examine the probable drivers and consequences of a successful implementation of ambidexterity (cf. O'Reilly & Tushman, 2008, Yu et al., 2012). Though, a close examination of the hospitality management literature suggests that very little is known about the factors impacting and increasing SSA. In fact, there is a lack of information related to how organizations (Bonesso, Gerli, & Scapolan, 2014; Wang & Rafiq, 2014; Turner, Swart, & Maylor, 2013) and specifically hotels (Tang, 2014) can become an ambidextrous organization. This study tries to fill in such gap and examines the mediating role of PsyCap in the relationship between SL and employees' perceptions of SSA.

In addition, service-oriented organizational citizenship behavior is very essential in a hotel environment because it promotes better service quality and enhances friendly customer interaction that in turn leads to a higher level of customer satisfaction (Podsakoff, Whiting, Podsakoff, & Blume, 2009). Nevertheless, till now only a few studies have investigated the factors encouraging SOOCBs in the hospitality management literature (e.g., Ma & Qu, 2011; Tang & Tang 2012). This lack calls for more research to examine and determine the factors enhancing SOOCBs in the hospitality sector.

Since SL and PsyCap are fairly emerging constructs in the hospitality management literature and related research is at its initial step, it seems that determining the mediating role of PsyCap in the association between SL and aforesaid job outcomes have substantial contributions to existing knowledge (cf. Van Dierendonck et al., 2014).

1.3 Methodology

1.3.1 Participants and Procedure

The applied sampling technique for this study is judgmental sampling. This sampling technique that is also known as purposive sampling is a type of non-probability sampling where participants are handpicked from the available population. Such technique is suitable if some members are thought to be more appropriate (knowledgeable, experienced, etc.) for the study than others (Altınay & Paraskevas, 2008).

The underlying postulation is that selected participants are representative of the entire population. Consequently, this thesis used data obtained from salespeople and their immediate supervisors in Iran. According to the information received from Iran's Cultural Heritage, Handicraft and Tourism Organization at the time of the present study, there were 10 four-star and 5 five-star hotels in Tehran. Initially, the researcher tried to contact management of these hotels through a letter and provided relevant information about the objectives of the study and asked for permission for data collection from salespeople of these hotels. Management of 7 four-star hotels and 5 five-star hotels agreed to participate in the study.

Since common method bias can have serious effects on research findings, it is essential to understand their sources and when they are especially likely to be a problem. One of the common sources of method biases is common rater effects. Predictor and criterion variables measured at the same point in time refer to the fact that measures of different constructs measured at the same point in time may produce

artifactual covariance independent of the content of the constructs themselves (Podsakoff, MacKenzie, Podsakoff, & Lee, 2003).

As suggested by Podsakoff et al (2003), using procedural remedies is a technique for controlling common method biases. Two common procedural remedies are proposed in this study. The first one is to create a temporal separation by introducing a time lag between the measurement of the predictor and criterion variables. As a result, data were gathered from salespeople with a time lag of two weeks in three waves. This method is consistent with previous recent empirical studies in the hospitality management literature (e.g., Karatepe & Karadas, 2014; Kim & Lee, 2013). The Time I questionnaire comprised the SL measure. It also included items regarding participants' profile in terms of their age, gender, education, and organizational tenure. The Time II questionnaire comprised the PsyCap measure. The Time III questionnaire consisted of the measures related to LA, IR, and SSA. Moreover, since one of the major causes of common method variance is obtaining the measures of both predictor and criterion variables from similar sources (e.g., frontline employees), another way of controlling bias is to collect the measures of the variables from different sources. For this reason, the research team asked supervisors to assess employees' SOOCBs working under their supervision. The supervisor questionnaire involved of the SOOCBs measure.

All distributed questionnaires had a cover letter. This cover letter ensured the participants about anonymity and confidentiality of the responses. The researcher asked the participants to give back all questionnaires in sealed envelopes and put them in special boxes provided for this purpose.

1.3.2 Measures

All scale items were attained from the relevant empirical studies in the existing literature. SL was measured with a six-item scale taken from Lytle, Hom, and Mokwa (1998). Self-efficacy, hope, resilience, and optimism were the four components representing PsyCap. The questionnaire included 24 items (Luthans et al., 2007). Each of the components was measured with six items. Three items came from Foust et al.'s (2006) study to measure LA. Four items taken from Kehoe and Wright (2013) were used to measure IR. SSA was measured using ten items from Yu et al. (2012). A sixteen-item scale received from Bettencourt et al. (2001) was used to measure SOOCBs.

SL, IR, SSA were rated on a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). Rating for PsyCap included a six-point scale ranging from 6 (*strongly agree*) to 1 (*strongly disagree*). The three-item LA scale contained a seven-point scale ranging from 7 (*strongly agree*) to 1 (*strongly disagree*). SOOCBs were measured with the five-point scale, anchored by 5 (*extremely characteristic of him or her*) and 1 (*not at all characteristic of him or her*).

1.3.3 Strategy of Analysis

The guidelines provided by Anderson and Gerbing's (1988) two-step approach were used. In the first step, in order to check convergent and discriminant validity and composite reliability, the measurement model was tested through confirmatory factor analysis (e.g., Fornell & Larcker, 1981). In the second step, the structural or hypothesized model was tested through structural equation modeling. This thesis used the following model fit statistics to evaluate whether the measurement or structural model fit the data acceptably or well: χ^2/df , comparative fit index (CFI), parsimony normed fit index (PNFI), root mean square error of approximation

(RMSEA), and standardized root mean square residual (SRMR) (e.g., Karatepe & Karadas, 2014; Karatepe & Kaviti, 2016; Nunkoo & Ramskisson, 2012).

To present respondents' profile, frequencies were applied. Means, standard deviations, and correlations of all observed variables were also reported. All of these analyses were made using Statistical Package for the Social Science (SPSS) and/or Linear Structural Relations (LISREL) 8.30 (Joreskog & Sorbom, 1996).

1.4 Thesis Outline

The first chapter of this thesis comprises relevant information about research approach, identified gaps in the current literature, respondents and procedure, measurement, and strategy of analysis. The second chapter encompasses information related to theoretical background and information about the antecedents and outcomes of PsyCap already reported and verified in the literature. Similarly, this chapter provides information about the theories used to justify the relationships among the constructs, namely SL, PsyCap, LA, IR, SSA, and SOOCBs. The third chapter includes presenting the hypotheses and research model. The fourth chapter provides comprehensive information about methodology (i.e., deductive approach, participants and procedure, measurement, and analysis strategy).

The findings conducted with salespeople in the four- and five-star hotels in Tehran, the capital city of Tehran, are presented in the fifth chapter. The sixth chapter contains discussion of the findings and managerial implications. The conclusion section is discussed in the seventh chapter.

Chapter 2

LITERATURE REVIEW

This chapter contains information related to theories used to explain the relationships among the study constructs. The theories used in this thesis are SDT (Ryan & Deci, 2000) and COR theory (Hobfoll, 1989). Information about SL as an important leadership style in customer-contact positions and PsyCap is delivered in this chapter. This is followed by information related to LA, IR, SSA, and SOOCBs as the critical employee outcomes in customer-contact positions.

2.1 Theories

2.1.1 Self-Determination Theory

Confirmed by Ryan and Deci (2000), SDT suggests that people normally have a tendency to meet their psychological needs, resulting in better health and individual well-being. There are three central psychological components known as “competence”, “autonomy”, and “relatedness” (Ryan & Deci, 2000). Competence denotes the situation in which a person perceives he/she has abilities and skills to influence the environment. Autonomy refers to the experience of individual’s will and initiative in one's own behavior while relatedness denotes feelings of being connected and associated. Satisfying these needs can enhance an individual's intrinsic motivation and result in a sense of self-determination and is viewed as essential to a fulfilling and enjoyable life (Conway, Clinton, Sturges, & Budjanovcanin, 2015; Van Dierendonck et al., 2014). According to SDT, satisfaction of these needs is a universal requirement for psychological well-being

(Church et al, 2013). Drawing on SDT, Haivas, Hofmans, and Pepermans (2013) investigated the mediation process of satisfaction with the basic needs, namely autonomy, competence, and relatedness between autonomous motivation and volunteers' turnover intentions and work engagement. The results revealed that for work engagement, the positive effect of autonomy and competence needs satisfaction appeared to have been partially mediated by autonomous motivation. Turnover intentions, though, were directly influenced by the degree of autonomy and competence needs satisfaction. Additionally, satisfaction of the relatedness need had no effect on the mentioned outcome variables when controlling for satisfaction of autonomy and competence needs.

In another study, SDT was used as a conceptual framework considering autonomy-supportive leadership and causality orientations as antecedents of motivation (Oostlander, Güntert, van Schie, & Wehner, 2013). Referring to this theory, the results verified the postulation that the relationship between autonomy-supportive leadership and autonomous or controlled volunteer motivation was moderated via individual differences in causality orientations.

2.1.2 Conservation of Resources Theory

As stated by Hobfoll (2001) "the basic tenet of COR theory is that individuals strive to obtain, retain, protect and foster those things that they value" (p. 341). Those things are resources individuals need when they cope with stress and strain and try to create resource caravans. These resources include objects, personal characteristics, conditions, and energies (Hobfoll, 1989). One of the principles of COR theory is that "people must invest resources in order to protect against resource loss, recover from losses, and gain resources" (Hobfoll, 2001, p. 349). Hobfoll (2001) also

believes that “COR theory emphasizes the real things that occur in people’s lives that challenge them, and the real things that result in their accumulation of resource reservoirs” (p. 119).

Using COR theory as the theoretical underpinning, Sun and Pan (2008) studied at the relationship among human resource practices perceived by employees, emotional exhaustion, and outcomes (i.e., job satisfaction and job performance). This study examined the main and interactive effects of human resource practices and employee age on emotional exhaustion and the mediating role of job satisfaction in the relationship between emotional exhaustion and job performance. Ng and Feldman (2012) took a COR perspective to examine the relationships among workplace stress, voice behavior, and job performance. The findings provided support for a negative relationship between workplace stress and voice behavior and a positive relationship between voice behavior and performance outcomes.

Based on COR theory, Lee and Ok (2014) found that hospitality employees’ emotional labor, specifically, emotional dissonance, was a major source of service sabotage and this relation was mediated by burnout. It was also claimed that emotional intelligence had a buffering effect on the mediated relationship between emotional dissonance and service sabotage via burnout. In view of the precepts of COR theory, Karatepe and Karadas (2015) documented that PsyCap increased the level of employee engagement that in turn led to a pool of more satisfied hotel employees with their job, career, and life. Kim et al.’s (2017) study also showed that quality of work life was a partial mediator between PsyCap and quitting intentions and service recovery performance.

2.2 Servant Leadership, Psychological Capital, and Outcomes

2.2.1 Servant Leadership

Propounded by Greenleaf (1977), the term servant leadership has started to receive empirical attention in the current literature recently. Servant leaders pay utmost attention to care about their followers and help them achieve their personal goals and focus on the needs of their followers.

As proposed by Spears (2010), Van Dierendonck (2011) includes ten characteristics of servant leadership which encompasses “listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community” (p. 1232). According to Spears (2010), the servant leader listens to what is said and displays empathy to people and shows general awareness to understand matters related to ethics, power, and value. Through designating several variables in the workplace, the servant leader conceptualizes things based on realities. He or she should have a balance between conceptual thinking and the present-day operational approach (Spears, 2010). The servant leader serves the needs of others and he/she is committed to the growth of people in the organization. Brownell (2010) clearly argues that this leadership style enables employees to give better service to customers. Goh and Low (2014) have suggested that servant leadership differs from other leadership styles since it sees leaders in a different perspective. The reason for such claim is that servant leadership is all about bringing the complete potential of the followers rather than seeking high prestige or gaining position.

Examining the antecedents and/or outcomes of servant leadership is demonstrated in several studies. For example, in an empirical study of bank employees, servant leadership was shown to reduce burnout and increase person-job fit (Babakus, Yavas, & Ashill, 2011). Wu, Tse, Fu, Kwan, and Liu, (2013), using time-lagged data from 304 supervisor-follower pairs in 19 hotels in China, found that servant leaders were able to increase employees' level of customer-oriented organizational citizenship behaviors. In such situation, while interacting with customers, employees were expected to demonstrate more discretionary behaviors to serve customers better.

Van Dierendonck et al. (2014) reported that servant leaders were able to boost followers' work engagement through psychological needs satisfaction. In the case of 961 employees working in 71 restaurants, Liden, Wayne, Liao, and Meuser (2014) showed that servant leaders enhanced unit (i.e., restaurant/store) performance and individual attitudes and behaviors directly and via the mediating role of individuals' identification with the unit they belonged to.

Ozyilmaz and Cicek (2015) also showed that psychological climate partially mediated the impact of servant leadership on followers' job satisfaction. In a recent study, Hsiao, Lee, and Chen (2015) ascertained the effects of servant leadership on customer value co-creation through the key mediating roles in the hotel industry. They claimed that positive PsyCap and SOOCBs mediated the relationship between servant leadership and customer value co-creation. Moreover, the findings of a study conducted by Abid, Gulzar, and Hussain (2015) showed that servant leaders were able to create the sense of trust among employees. Moreover, such employees displayed higher level of discretionary behaviors in the workplace. Ling, Liu, and

Wu (2016) by using two-wave data from 1,132 employee-supervisor pairs from 80 departments in 16 hotels in China found that servant leadership improved followers' group trust climate and such employees had better work outcomes.

In another recent study conducted among 471 local government employees in South Korea, Shim, Park, and Eom (2016) found that servant leaders contributed to developing employees' trust in leadership, enhancing employees' perceptions of procedural justice, and inducing organizational citizenship behaviors. The results emerging from a study conducted by Ng, Choi, and Soehod (2016) showed that servant leaders were influential actors in minimizing the intent of followers to withdraw from organizations. Using a sample of 1485 staff nurses and 105 nurse managers at nine hospitals, Neubert, Hunter, and Tolentino (2016) demonstrated that servant leadership was directly related to more nurse helping and creative behavior and it was related to patient satisfaction through nurse job satisfaction. In this study, organizational structure acted as a moderator to enhance the influence of servant leadership on creative behavior as well as patient satisfaction through nurse job satisfaction.

In another recent inquiry in the hospitality industry, Huang, Li, Qiu, Yim, and Wan (2016) reported that the relationship between (chief executive officer) servant leaders affected firm performance through creating service climate. Besides, the results of this study revealed that the direct effect of service climate on firm performance was moderated by competitive intensity and service climate moderated the indirect effect of (chief executive officer) servant leadership on firm performance.

The following sections attempt to underscore the similarities and differences between servant leadership and other important leadership styles such as ethical leadership, transformational leadership, and authentic leadership.

2.2.1.1 Servant Leadership and Authentic Leadership

As claimed by researchers, along with servant leadership, another promising leadership style for the hospitality industry is authentic leadership (Jacques, Garger, Lee, & Ko, 2015; Ling, Liu, & Wu, 2016). Both of these leadership styles, through treating followers with authenticity and endorsing followers' self-development, improve harmonious leader-follower relationships (Greenleaf, 1977; Ling et al., 2016; Luthans & Avolio, 2003; Sendjaya, Sarros, & Santora, 2008; Van Dierendonck, 2011).

Authentic leadership is defined as “a process that draws from positive psychological capacities and highly developed organizational contexts, which results in both greater self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development” (Luthans & Avolio, 2003, p. 243). A cursory glimpse of descriptions related to authentic leadership and servant leadership reveals that these two concepts share common characteristics. First, both styles are positive, with numerous mutual, positive psychological traits (Avolio & Gardner, 2005; Walumbwa, Avolio, Gardner, Wernsing, & Peterson 2008). As proposed by Sendjaya Sarros, and Santora (2008) and Van Dierendonck (2011), authenticity, as a reflection of one's emotions and views, and acting in accordance with the true self (Walumbwa et al., 2008), is considered as basic features of both leadership styles (Ling et al., 2016). Additionally, both styles motivate moral leadership in which leaders share moral characteristics such as integrity, reliability,

and honesty (Russell & Stone, 2002; Van Dierendonck, 2011; Wu, Tse, Fu, Kwan, & Liu, 2013). Last but not the least, these styles attempt to emphasize promoting relationships between leaders and followers by developing followers and distinguishing them from other leader- or organization-centered leadership.

Despite their common characteristics, authentic leadership and servant leadership have some unique features. As reported by Ling et al. (2016), one of the most salient characteristics of servant leadership that differentiates it from authentic leadership is the spirit of self-sacrifice which has a higher degree of moral virtue in servant leadership. Moreover, compared to authentic leadership, servant leadership designates broader scope and emphasizes responsibilities towards organizations, customers, society, and other stakeholders whereas authentic leadership mainly focuses on self-development of leaders and followers (Ehrhart, 2004; Ling et al., 2016; Walumbwa, Hartnell, & Oke, 2010).

2.2.1.2 Servant Leadership and Transformational Leadership

Apart from authentic leadership, among various leadership styles, the concept of transformational leadership seems to share common and similar characteristics with servant leadership and these two styles seem to be highly correlated (Schneider & George, 2011).

Introduced by Burns (1978) and Bass (1985), transformational leadership has attracted scholars' attentions in recent years. According to Bass (1991), transformational leadership "occurs when leaders broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their

own self-interest for the good of the group” (p. 21) (cited in Stone, Russell, & Patterson, 2004).

According to Stone et al. (2004), transformational leadership and servant leadership have quite similar characteristics and possibly this is due to the fact that both attempt to explain and express people-oriented leadership styles. According to both concepts, their leadership frameworks include “influence, vision, trust, respect or credibility, risk-sharing or delegation, integrity, and modeling” (p. 354).

Despite the similarities, transformational leadership and servant leadership do own points of disparity. Servant leadership highlights humility, authenticity, and interpersonal acceptance. Nevertheless, these features are not explicit in transformational leadership (Van Dierendonck, 2011). In fact, as confirmed by Stone et al. (2004), the crucial difference between transformational leadership and servant leadership is the focus of the leader. Whereas the transformational leader’s focus is directed toward the organization, organizational effectiveness and his or her behavior builds follower commitment toward organizational objectives, the servant leader’s focus is on the followers’ needs and the achievement of organizational objectives is a subordinate outcome. In fact, this point of variation seems to be the most significant difference between these two leadership styles.

2.2.1.3 Servant Leadership and Ethical Leadership

Ethical leadership is another leadership style that shares some commonality and differences with servant leadership. As defined and operationalized by Brown, Treviño, and Harrison (2005), ethical leadership introduces a leadership style that focuses on the importance of the direct participation of employees, building trust,

and being ethical in one's behavior. An ethical leader is a person living up to principles of conduct that are crucial for him or her.

As confirmed by Van Dierendonck (2011), the main difference between ethical leadership and servant leadership is that ethical leadership has the stress on directive and normative behavior, while servant leadership has a stronger emphasis on the developmental feature of the followers. This leadership style leads to positive outcomes in an organization. As stated by Kim and Brymer (2011), ethical leadership has an effect on hotel middle manager's job satisfaction and affective commitment, which in turn influences that manager's behavioral outcomes and impact the hotel's performance.

It seems that ethical leadership and transformational leadership as well as authentic leadership result in positive affective and performance outcomes. However, Hoch, Bommer, Dulebohn, and Wu's (2016) meta-analytic study demonstrates that servant leadership explains variance more than the abovementioned leadership styles. In addition, servant leadership seems to be a more promising leadership style for managers in various service contexts such as hospitality and airlines (Brownell, 2010; Ilkhanizadeh & Karatepe, 2017; Karatepe & Talebzadeh, 2016).

2.2.2 Psychological Capital

PsyCap, as a personal resource, consists of self-efficacy, hope, resilience, and optimism. In simple terms, they are the indicators of PsyCap. As empirical evidence clearly shows, growing work has studied the joint effects of these mentioned indicators and examined PsyCap as an antecedent, a mediator, a moderator, and/or an outcome.

The results of a study conducted by Schulz, Luthans, and Messersmith (2014) indicated that individuals with higher levels of PsyCap were more satisfied with their jobs and were more committed to their organization. Additionally, such employees had lower intentions to quit. Choi and Lee (2014) reported that employees' higher levels of hope, self-efficacy, resilience, and optimism had a better perception of their performance, were happier, and had a better experience of the quality of their lives. Moreover, such employees had lower intentions to leave. Abbas, Raja, Darr, and Bouckennooghe, (2014) reported that perceived organizational politics and PsyCap had an effect on turnover intentions, job satisfaction, and supervisor-rated job performance in the case of 231 employees in Pakistan. Gulistan, Yunlu, and Clapp-Smith (2014) examined 236 alumni of the graduate school and claimed that students with higher levels of PsyCap had better capability to adapt as they could interact better with others from dissimilar cultural regions, which in turn enabled them to be more mindful of what they were doing and learning.

Wang and Lian (2015) examined 218 employees in the service industry in China. The results of this study showed that employees with higher levels of PsyCap displayed lower levels of counterproductive work behaviors. This negative relationship was mediated through deep acting. Sahoo and Siya (2015) reported that employees with higher levels of hope, self-efficacy, resilience, and optimism were more committed to their organization in various manufacturing units in India. In another study in the case of 312 frontline employees from 15 five-star hotels in South Korea, Paek Schuckert, Kim, and Lee (2015) suggested that work engagement partially mediated the effect of PsyCap on job satisfaction and affective organizational commitment. Specifically, frontline employees with high PsyCap

were more engaged with their work and therefore were more likely to display job satisfaction and affective organizational commitment. In another recent work in the case of 282 frontline hotel staff in Romania, Karatepe and Karadas (2015) proved that higher levels of PsyCap made employees become more engaged in their work that in turn engendered higher job, career, and life satisfaction. Another study conducted by Hmieleski, Carr, and Baron (2015) asserted that chief executive officers' level of PsyCap was positively related to performance.

In an empirical study, William, Kern, and Waters (2015) tested the relationships between PsyCap, perceptions of organizational virtues, and work happiness at a school in Australia. They reported that both PsyCap and perceptions of organizational virtues independently were related to greater work happiness. In a study conducted among hotel employees in South Korea, Jung and Yoon (2015) clearly claimed that employees' hope and optimism had positive effects on their job satisfaction while their hope and resilience had positive impacts on organizational citizenship behaviors. Datu and Valdez (2015), in the case of 606 high school students in Philippine, reported that students high on PsyCap had a higher level of academic engagement. Such students were happier and subjectively experienced positive moods such as joy and interest.

In another study directed in the case of 451 employees, Badran and Youssef-Morgan (2015) clearly specified that hope, efficacy, resilience, and optimism were positively related to the job satisfaction of Egyptian employees. Lim, Chen, Aw, and Tan (2015) reported that PsyCap, as a personal resource, reduced job seekers' fatigue among displaced employees. Referring to COR and congruence theories, Karatepe and Karadas (2015) claimed that PsyCap mitigated work-family conflict, family-

work conflict, and turnover and absence intentions. The results also suggested that PsyCap influenced the aforesaid employee outcomes indirectly through family-work conflict. However, work-family conflict had no bearing on the mentioned outcomes among frontline hotel employees in Romania. In another study, You (2016) indicated that college students' PsyCap had a positive relationship with learning empowerment and learning empowerment fully mediated the relationship between PsyCap and engagement.

In some studies, PsyCap has been examined as the mediator construct. For instance, Zubair and Kamal (2015) revealed that PsyCap and work-related flow mediated the relationship between authentic leadership and employee creativity among bank employees. Bouckenoghe, Zafar, and Raja (2015) demonstrated that PsyCap mediated the relationship between ethical leadership and followers' in-role job performance among employees in Pakistan. Amunkete and Rothmann (2015) similarly revealed that authentic leadership affected job satisfaction indirectly via PsyCap. As mentioned earlier, Kim et al. (2017) reported that quality of work life partially mediated the influence of PsyCap on hotel customer-contact employees' intentions to leave the organization and service recovery performance.

In a recent inquiry, Karatepe and Talebzadeh (2016) suggested that servant leaders were able to increase flight attendants' work engagement indirectly only through PsyCap. Using data from 263 flight attendants of the largest airline company in South Korea, Hur, Rhee, and Ahn (2016) indicated that perceived distributive and procedural justice increased service employees' PsyCap, which in turn fostered deep acting. In another study, He, An, and Lin (2016) showed that transformational leadership and PsyCap had positive effects on salespeople's service quality.

Additionally, this study showed that PsyCap acted as mediator in the relationship between transformational leadership and salespeople's service quality.

As stated earlier in this section, although very limited, some studies designated PsyCap as a moderator variable. For example, referring to transactional theory, in a study conducted among 232 hotel employees, Min, Kim, and Lee (2015) highlighted that employees' PsyCap buffered the negative impacts of both challenge and hindrance stressors on job burnout. In another study conducted among 794 followers and their immediate leaders in China, Wang, Sui, Luthans, Wang, and Wu (2014) indicated that authentic leadership was positively related to leader-member exchange and consequently followers' performance, and to a larger degree, among followers who had low rather than high levels of PsyCap.

Among studies considering PsyCap as the outcome variable, one can mention the inquiry conducted by Goertzen and Whitaker (2015). The results emerged from this study indicated PsyCap dimensions were impacted through leadership training and that online delivery appeared to have the greatest impact on student PsyCap development. The results from another study by Woolley, Caza, and Levy (2010) revealed that authentic leaders promoted PsyCap among their followers. This relationship was partially mediated by positive work climate.

2.2.3 The Indicators of Psychological Capital

2.2.3.1 Self-Efficacy

Self-efficacy is one of the indicators of PsyCap. Bandura (1997) defines self-efficacy as "beliefs in one's capabilities to organize and execute the course of action required to produce given attainment" (p.3). According to Bandura (1997), efficacy beliefs differ on three scopes based on level, generality, and strength. A person's

level of self-efficacy may vary according to the task demanded and the degree of perceived difficulty by that person of the given task such that the “range of perceived capability for a given person is measured against levels of task demands that represent varying degrees of challenge or impediment to successful performance” (p. 42). Loeb, Stempel, and Isaksson (2016) believe that self-efficacy is considered as one of the most important personal resources in the work context.

The literature displays the results of several important studies. For example, Luthans, Avolio, Avey, and Norman (2007) highlighted that self-efficacy improved job performance and job satisfaction. Karatepe and Olugbade’s (2009) study designated self-efficacy as a critical personal resource that increased frontline hotel employees’ absorption in Nigeria. Niu (2010), in his empirical study, supported the relationship between self-efficacy and career commitment in the foodservice sector. Another study by Wang, Lawler, and Shi (2010) showed that self-efficacy increased job satisfaction among bank employees in China and India. In their meta-analytic study, Sitzmann and Yeo (2013) also indicated that self-efficacy was a significant source of past performance rather than influencing individuals’ future performance.

In another recent study, Hallak, Assaker, and Lee (2015) found that place identity was positively related to entrepreneurial self-efficacy (beliefs in their capabilities as entrepreneurs) and self-efficacy was a direct driver of performance among 298 tourism business owners in Australia. In their study, Pu, Hou, and Ma (2016) explored the impact of self-efficacy on depression through the mediating role of dispositional optimism. The results revealed that the relationship between self-efficacy and depression was partially mediated by dispositional optimism.

2.2.3.2 Hope

Hope is another indicator of PsyCap. Hope comprises two main components: agency and pathways (Luthans, Norman, Avolio, & Avey, 2008). Agency denotes a person's motivation to accomplish specific tasks, whereas pathways refer to the methods and ways by which these specific tasks would be completed. As stated by Luthans et al. (2008), individuals high on hope can cope with difficulties in the workplace. For example, they can manage stress- and/or strain-related problems in the workplace. Luthans, Avolio et al. (2007) also stated that hope was one of the personality variables intensifying job performance and job satisfaction.

In an empirical study, Kim, Kang, and Mattila (2012) identified two types of hope, namely promotion hope and prevention hope. The result emerging from this study revealed that the impact of companies' corporate social responsibility activities on consumer attitudes and behavioral intentions depended on the type of hope. The impact of hope on employees' performance has been also examined in various studies. For instance, in a study using data from a sample of 183 full-time frontline employees in hotels in Northern Cyprus, Yavas, Karatepe, and Babakus (2013) claimed that hope buffered the negative impacts of hindrance stressors and exhaustion on turnover intentions. In another study, Yavas, Babakus, and Karatepe (2013) stated that hope lessened the effect of exhaustion on in-role and extra-role performances among bank employees. The result from a meta-analytic study done by Alarcon, Bowling, and Khazon (2013) showed that hope was negatively associated with stress and was positively linked to happiness. Karatepe (2014) suggested that hope fostered employees' job performance, service recovery performance, and extra-role customer service through work engagement.

2.2.3.3 Resilience

Resilience is also one of the indicators of PsyCap. According to Jackson, Firtko, and Edenborough (2007), the initial development of resilience concept commenced in the 1800s and continues till today. As confirmed by Bande, Fernández-Ferrín, Varela, and Jaramillo (2015), studies that analyze resilience within a sales context are almost non-existent. However, these authors claim that due to the nature of the sales position itself, salespeople tend to be more dependent on their own abilities to manage the challenges facing them and less dependent on external support, importance of resilience to the work of salespeople is undeniable (Bande et al., 2105).

In simple terms, resilience refers to “the positive psychological capacity to rebound, to bounce back from adversity, uncertainty, conflict, failure or even positive change, progress and increased responsibility” (Luthans, 2002, p. 702). Individuals high on resilience can cope with difficulties and bounce back after setbacks without losing much time (Luthans et al., 2008). According to Bardoel, De Cieri, and McMillan (2014), the concept of employee resilience has been receiving increasing attention in many organizations recently. In their study, they declared that setting resilience-enhancing human resource practices had the potential to contribute to employees’ PsyCap, attitudes and behavior, and organizational performance. Bande et al. (2015) concluded that salesperson resilience decreased the level of emotional exhaustion and employees’ tendency to leave the job.

2.2.3.4 Optimism

Optimism is the final indicator of PsyCap. Optimism “... includes an objective assessment of what one can accomplish in a specific situation, given the available

resources at that time, and therefore can vary...” (Luthans et al., 2008, p. 222). Alarcon, Bowling and Khazon’s (2013) meta-analytic inquiry showed that optimism could decrease health problems and increase life satisfaction.

Chang and Chan (2015) declared that optimism was strongly related to the decreased personal accomplishment of burnout among staff nurses in general hospitals in Taiwan. In another recent inquiry, Chen, Wu, and Wang (2015) conducted a survey with 169 supervisor-subordinate dyads in Taiwan’s tourism hotel industry and found that transformational leadership behaviors would help individuals nurture a higher level of optimism and consequently enhance the subordinate performance.

2.2.4 Lateness Attitude

LA, as a type of withdrawal behavior in the workplace, has a detrimental impact on organizational and individual performance (Foust, Elicker, & Levy, 2006). Employees’ lateness at work can have irrecoverable costs for an organization since it reduces employees’ productivity. In such situation, managers need to put more and extra effort to rearrange unmet plans to achieve organizational goals and other employees have to work harder to compensate late employee’s duties (Blau, 1994; Foust et al., 2006). Despite its influential impact on organizations, surprisingly, LA has not been investigated as much as other withdrawal actions like turnover intentions and absenteeism (Johns, 2001). It is not an exception in the hospitality settings (Karatepe & Kaviti, 2014; Ozturk & Karatepe, 2017).

In a recent inquiry, Karatepe and Kaviti (2016) showed that emotional exhaustion fully mediated the impact of organization mission fulfillment on LA among service workers in the five-star international chain hotels in Dubai, the United Arab Emirates. Using meta-analytic data, Berry, Lelchook, and Clark (2012) suggested

that employee lateness moderately predicted absenteeism and absenteeism moderately predicted turnover. In another inquiry, lateness was found to be positively related to absence frequency which was found negatively related to intent to leave among hospital nurses (Shapira-Lishchinsky & Even-Zohar, 2011).

Elicker, Foust, O'Malley, and Levy (2008) found that the relationship between individual LA and lateness behavior was moderated by perceived lateness climate. More specifically, they reported that individual attitudes toward lateness were stronger predictors of actual lateness frequency. Ozturk and Karatepe (2017) reported that trust in organization acted as a full mediator of the influence of PsyCap on LA among hotel service workers in Russia.

2.2.5 Intention to Remain with the Organization

As another withdrawal behavior, individuals' intentions to resign, known as turnover intentions, has received research attention, specifically in the hospitality management literature (e.g.: Li, Kim, & Zhao, 2017). However, according to Karatepe and Karadas (2014), turnover is a major problem in the hospitality industry and there is still a need to study the factors influencing employees' propensity to remain with the organization. Due to its importance, especially in the hotel industry, retaining talented employees who are expected to manage customers in service delivery seems so crucial (Karatepe & Kaviti, 2016). In a recent study, Kang, Gatling, and Kim (2015) reported that frontline employees with a higher level of organizational commitment had lower intentions to leave the organization in the hospitality industry. In another study conducted to examine the influence of managers' communication satisfaction with English speaking employees, the results demonstrated that satisfaction with the quality of communication with English

speaking employees reduced the level of role ambiguity and role conflict and consequently they had lower turnover intentions (Madera, Dawson, & Neal, 2014).

Huffman, Casper, and Payne (2014) believed that employee turnover had a strong negative impact on productivity and eroded morale in the global market environment. Karatepe and Shahriari (2012), in a study in the case of five- and four-star hotels in Iran, proved that distributive, procedural and interactional justice were negatively and significantly related to employees' turnover intentions.

A limited number of studies examined the relationship between PsyCap and intentions to quit. For instance, in a recent inquiry, Karatepe and Karadas (2014) found a negative relationship between these constructs. Yavas et al.'s (2013) study proved that hope as a component of PsyCap was negatively related to turnover intentions. Similarly, Avey, Reichard, Luthans, and Mhatre's (2011) meta-analytic study demonstrated that there was a negative relationship between PsyCap and intentions to quit.

2.2.6. Service-Sales Ambidexterity

Based on the definition provided by Raisch and Birkinshaw (2008), ambidexterity states a firm's ability to strive for the seemingly conflicting goals of exploiting existing competencies and exploring new opportunities. In the management literature, organizations seeking to perform such seemingly conflicting tasks can handle the situation through structural ambidexterity or contextual ambidexterity (Gibson & Birkinshaw, 2004; Gupta, Smith, & Shalley 2006).

Service-sale ambidexterity is a type of contextual ambidexterity is defined as "the simultaneous pursuit of service and sales goals by a single branch office" (Yu,

Patterson, and de Ruyter, 2012, p. 53). Employees in such units are responsible for providing service excellence and meeting sales target assigned by the organization. Hence, they need to plan their time properly and put many efforts to cope with such a critical responsibility (Gibson and Birkinshaw 2004).

Salespeople in the hospitality industry are the ones who are expected to pursue and cope with such seemingly and conflicting goals (Sok, Sok, & De Luca, 2015). To increase the sales of their organizations, salespeople dealing directly with customers are expected to meet sales target and find new market segments. Despite this important role, especially in the hospitality sector, a close examination of the literature suggests that very little is known about the factors impacting service-sales ambidexterity and there is a need to understand how a hotel can become an ambidextrous organization (cf. Tang, 2014).

Among very limited research, Yu et al. (2012) examined the factors affecting SSA at branch and employee levels in the case of bank employees. They found that empowerment and transformational leadership were positively related to SSA at individual and branch levels, while team support was positively related to SSA at the individual level only.

2.2.7 Service-Oriented Organizational Citizenship Behavior

According to the definition provided by Bettencourt, Gwinner, and Meuter (2001), SOOCBs refer to discretionary behaviors done by employees while servicing customers which are out of the formal job requirements. This study applies three commonly SOOCBs dimensions in the relevant literature proposed by Bettencourt et al. (2001) known as loyalty, participation, and service delivery. Loyalty SOOCBs

are witnessed when an employee promotes his/her organization products, services, and image to outsiders.

Participation SOOCBs refer to a situation in which an employee helps improve his or her as well as other colleagues' performance to improve service delivery. Service delivery SOOCBs describe careful and concentrating customer service behaviors of employees. SOOCBs are very important in the hotel environment since they promote better service quality and enhance friendly customer interaction (Podsakoff, Whiting, Podsakoff, & Blume 2009). Few studies have investigated the factors encouraging SOOCBs in the hotel industry (e.g., Lu, Capezio, Restubog, Garcia, & Wang, 2016; Ma & Qu, 2011; Olugbade & Karatepe, 2017; Tang & Tang 2012).

In a recent study, Tang and Tsaor (2016) found that a supervisory support climate and group affective tone had a significant, positive effect on the SOOCBs of hotel employees. Chou and Lopez-Rodriguez (2013) stated that perceived procedural justice had a positive impact on SOOCBs. Tang and Tang (2012) demonstrated that when employees had a better perception of justice climate and service climate, they showed higher levels of SOOCBs. Another study conducted in the case of salespeople in the pharmaceutical sector in India, Jain, Malhotra, and Guan (2012) claimed that sales representatives' volunteerism motivation to assist was positively related to the levels of SOOCBs, giving credit for the idea that individuals who were commonly more supportive were apt to perform discretionary behaviors in a service-oriented work environment. Recently, in a study of hotel customer-contact employees in Nigeria, Olugbade and Karatepe (2017) indicated that work engagement partly mediated the impact of coworker support on SOOCBs, while it fully mediated the impact of supervisor support on SOOCBs

Chapter 3

RESEARCH HYPOTHESES

This chapter delivers information about the research model and the relationships being tested through gathering data from full-time salespeople employed in the four- and five-star hotels and their immediate supervisors. In this chapter, using the relevant theoretical underpinnings (e.g., COR theory) and empirical evidence in the current literature, the interrelationships of SL, PsyCap, LA, IR, SSA, and SOOCBs as well as the mediating role of SL are developed and discussed. Age, gender, marital status, and organizational tenure are also included in the research model as the control variables.

3.1 Research Model

COR theory and SDT are used as the theoretical frameworks to justify the relationships proposed above. As presented in Figure 1, SL enhances salespeople's self-efficacy, hope, resilience, and optimism and these constructs, as the indicators of PsyCap, are jointly related to LA, IR, SSA, and SOOCBs. Moreover, as can be seen in the model, PsyCap mediates the relationship between SL and the four critical outcomes. Consistent with the empirical studies in the current literature (e.g., Karatepe & Karadas, 2014; Karatepe & Kaviti, 2016; Wang et al., 2015), demographic variables are included as the control variables in order to check if any confounding effects will be observed.

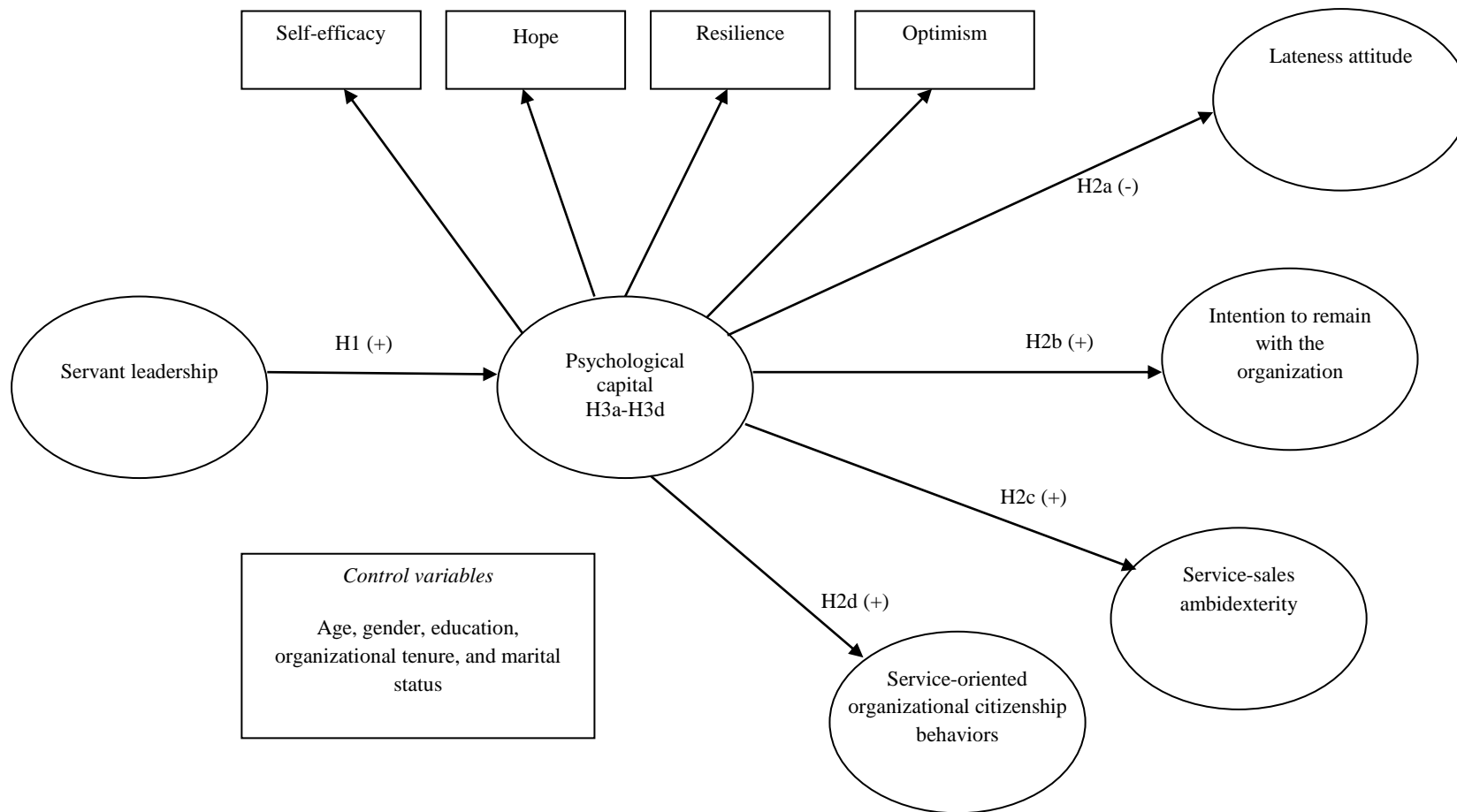


Figure 1: Research model

3.2 Hypotheses Development

3.2.1 Servant Leadership → Psychological Capital

Using SDT (Ryan and Deci, 2000) as the theoretical framework, this study justifies the direct impact of SL on PsyCap, as manifested by self-efficacy, hope, optimism, and resilience. As offered by Ryan and Deci (2000), people generally have a tendency to meet their psychological needs, leading to better health and individual well-being.

Van Dierendonck et al. (2014) believe that SL is strongly related to the satisfaction of the psychological needs and servant leaders invest their time and energy to understand the needs of all individual followers, resulting in the satisfaction of their needs. Mayer, Bardes, and Piccolo (2008) have also provided similar evidence and demonstrated that SL is positively related to need satisfaction. Servant leaders emphasize on followers rather than organizations.

Goh and Zhen-Jie (2014) propose that SL differs from other leadership styles since it sees leaders in a different perspective. They claim that it is all about bringing the complete potential of the followers rather than seeking high prestige or gaining position. In such situation, servant leaders through their actions and decisions are able to help employees achieve competency and feel a higher level of autonomy and relatedness. These feelings may make employees have greater hope to look for various paths and ways to reach their goals and succeed in their tasks. They may make employees improve their self-confidence in dealing with challenging tasks and give them positive attitudes and confidence about the future. They may also encourage employees to achieve tasks when confronting problems, in other words increasing the level of PsyCap.

When managers constantly measure service quality in organizations and provide employees with the relevant feedback, employees' level of capability in providing high service quality would increase. Servant leaders empower followers and provide them with a good degree of accountability based on their abilities, needs, and input (Van Dierendonck, 2011). By providing resources to employees, managers can enhance employees' abilities to provide excellent service. Finally, if managers frequently spend time with employees and communicate the importance of service to them (being servant leaders), employees' feelings of being connected and associated with the organization would increase. Consequently, this would increase and satisfy the sense of employees' relatedness in organizations. To sum up, servant leaders are able to fulfill these needs resulting in a sense of self-determination. As a result of satisfying these needs, employees' level of hope, optimism, self-efficacy, and resilience (PsyCap) will increase. In this situation, when employees perceive that they have enough ability to influence their work environment, have enough autonomy, and are connected with the organization, they would pursue their goals more energetically, be more optimistic at work, feel more confident contributing to discussions about the company's strategy, and can handle many things at work.

The direct and positive impact of SL on PsyCap is similarly witnessed in a recent inquiry conducted by Karatepe and Talebzade (2016). In this study, the authors showed that servant leaders were able to boost flight attendants' PsyCap in the private airline companies. It appears that there are studies that have examined the factors increasing PsyCap. For instance, Liu (2013) stated that higher levels of supervisor support boosted the levels of PsyCap which consequently affected individuals' performance at work. In another study, Mathe and Scott-Halsell (2012) showed that employees' insights of external prestige were positively related to their

PsyCap. However, empirical research, especially in the hospitality management literature, about the left side of PsyCap is still scarce (cf. Karatepe & Karadas, 2014; Kim et al., 2017).

Among different forms of leadership style, previous studies examined the relationship between authentic leadership and PsyCap. For instance, Gardner and Schermerhorn (2004) indicated that authentic leadership fostered individuals' PsyCap abilities which in turn resulted in positive outcomes. Other recent empirical inquiries similarly provided the same results. The positive and direct relationship between authentic leadership and followers' PsyCap was reported in other recent empirical inquiries which similarly provided the same result (Avey, Avolio, & Luthans, 2011; Rego, Sousa, Marques, & Cunha, 2012; Woolley, Caza, & Levy, 2011).

Gooty, Gavin, Johnson, Frazier, and Snow (2009) and McMurray, Pirola-Merlo, Sarros, and Islam (2010) also found a positive relationship between the two other leadership styles (i.e., transformational and transactional leadership) and PsyCap. In their study, they supported the positive impacts of these leadership styles on individuals' PsyCap. In light of SDT and limited evidence, the following hypothesis is proposed:

H1. Salespeople's perceptions of servant leadership will have a positive impact on their PsyCap.

3.2.2 Psychological Capital → the Four Critical Employee Outcomes

The existing literature uncovers several empirical studies discussing and looking at the impact of PsyCap on various outcomes such as engagement, turnover intentions, absence intentions, job satisfaction, and organizational citizenship behaviors. For

example, Norman Avey, Nimnicht, and Pigeon's (2010) study illustrated that PsyCap stimulated employees' organizational citizenship behaviors. Rego et al. (2012) documented that PsyCap boosted creativity. Sun, Zhao, Yang, and Fan, (2012) reported that the indicators of PsyCap jointly enhanced job embeddedness and job performance. Karatepe and Karadas (2014) found that PsyCap mitigated quitting and absence intentions among hotel employees in Romania. Datu and Valdez (2015), in the case of 606 high school students in Philippine, reported that students high on PsyCap were more engaged in the activities. In another study directed in the case of 451 employees, Badran and Youssef-Morgan (2015) clearly specified that PsyCap was positively related to the job satisfaction of Egyptian employees.

Based on the abovementioned study background and referring to COR theory, this study suggests that PsyCap, as personal resource, helps employees show higher intentions to remain with the organization and attend work on time. More precisely, salespeople high on hope, self-efficacy, resilience, and optimism are able to use these personal resources to overcome simultaneous pursuit of dual and conflicting boundary-spanning role of proving service excellence and meeting sales targets in hotels. It seems that salespeople who are more patient in achieving their goals, are ready to accept unfavorable consequences of actions, have vision and clear goals, and trust their ability are better at performing simultaneous responsibility of providing quality services to customers and meeting sales target (Aksin & Harker 1999). In this situation, salespeople would try to explore sales opportunities, actively target new market segments and increase the level of service delivered to customers. Moreover, salespeople with higher levels of hope, resilience, self-efficacy, and optimism are motivated to engage in activities which are out of their formal job requirements and promote their hotels' image and support their products and

services. They are also more flexible, focus on providing superior services to customers, and proactively communicate the level of service quality to other colleagues and coworkers. In view of COR theory and limited empirical evidence, the following hypothesis is proposed:

H2a. Salespeople's PsyCap will have a negative influence on their LA.

H2b. Salespeople's PsyCap will have a positive impact on their IR.

H2c. Salespeople's PsyCap will have a positive effect on their SSA.

H2d. Salespeople's PsyCap will have a positive effect on their SOOCBs.

3.2.3 The Mediating Role of Psychological Capital

The mediation impact of PsyCap has been examined by previous reviews. For instance, in a recent inquiry, Karatepe and Talebzadeh (2016) suggested that servant leaders were able to increase employee work engagement indirectly only through PsyCap. Using data from 263 flight attendants in South Korea, Hur, Rhee, and Ahn (2016) indicated that perceived distributive and procedural justice increased service employees' PsyCap, which in turn fostered deep acting. In another inquiry conducted by Heled, Somech, and Waters (2015) among management teams in educational organizations, it was claimed that PsyCap mediated the relationship between the team's learning climate and job satisfaction and between learning mechanisms and the team's organizational citizenship behaviors. Zubair and Kamal (2015) revealed that PsyCap and work-related flow mediated the relationship between authentic leadership and employee creativity among bank employees. Bouckennooghe, Zafar, and Raja (2015) demonstrated that PsyCap mediated the association between ethical leadership and followers' in-role job performance among employees in Pakistan. Amunkete and Rothmann (2015) revealed that authentic leadership affected job satisfaction indirectly via PsyCap.

In addition, Liu (2013) found that employees with higher perceptions of supervisor support had higher levels of PsyCap, which consequently predicted higher levels of performance. Nigah, Davis, and Hurrell, (2012) found that PsyCap mediated the relationship between employees' satisfaction with buddying and their work engagement. Rego, Sousa, Marques, and Cunha (2012) found that the positive relationship between authentic leadership and employee creativity was mediated by PsyCap. Gooty, Gavin, Johnson, Frazier, and Snow (2009) found that PsyCap fully mediated the relationship between transformational leadership and both follower job performance and organizational citizenship behavior. Similarly, Luthans, Norman, Avolio, and Avey (2008) found that PsyCap fully mediated the relationship between supportive organizational climate and employee job performance.

Based on the previously discussed hypotheses and the aforesaid study background, this study would suggest that PsyCap acts as a mediator in the relationship between SL and the four critical employee outcomes. In other words, servant leaders empower followers and provide them with a good degree of accountability based on their abilities, needs, and input (Van Dierendonck, 2011). Such leaders attempt to fulfill employees' potential rather than seeking high prestige or gaining position (Goh & Zhen-Jie, 2014). Under such circumstances, employees would have a higher level of PsyCap (i.e., hope, self-efficacy, resilience, and optimism). Employees utilize these personal resources to diminish turnover intentions (Karatepe & Karadas, 2014) and LA. Additionally, the higher levels of such personal resources (i.e., PsyCap) the better employees are able to handle boundary-spanning roles and outperform behaviors which are out of the formal job requirements to serve and offer better services to customers. In this situation, employees would have positive attitudes at work, promote the hotel's products and services, and attempt to

contribute to the company via different ideas for customer promotions. As a result, PsyCap fully mediates the negative relationship between SL and LA. It also mediates the effect of SL on IR, SSA, and SOOCBs. As the literature shows, this study is the first to present such relationships in the hospitality management literature. Accordingly, the following mediating hypotheses are proposed:

H3a. PsyCap will mediate the effect of SL on LA.

H3b. PsyCap will mediate the effect of SL on IR.

H3c. PsyCap will mediate the effect of SL on SSA.

H3d. PsyCap will mediate the effect of SL on SOOCBs.

Chapter 4

METHODOLOGY

In this chapter, the research philosophy is described. This is followed by the sampling strategy and procedures used in data collection. Information about the measures used to operationalize the study variables (i.e., SL, PsyCap, LA, IR, SSA, and SOOCBs) is given. How data are analyzed are described in the strategy of analysis (e.g., confirmatory factor analysis, structural equation modeling).

4.1 Deductive Approach

As demonstrated earlier, the proposed research model consists of direct and mediating effects. The hypotheses developed in this study are based on theoretical underpinnings and empirical evidence in the current literature. This is in agreement with the principles of deductive approach. Accordingly, the results and their implications are discussed and presented.

The study hypotheses are developed and backed up by applying SDT and COR theories as theoretical underpinnings and the related findings in the existing knowledge. The hypothesized model of the study proposes the effect of SL on PsyCap and PsyCap on four critical employee outcomes, namely IR, LA, SSA, and SOOCBs. The model also tests the mediating role of PsyCap on the association between SL and the abovementioned outcomes. The relevant sample is selected to test these relationships. The results are discussed based on the study findings and

their implications for theory and practice are offered. In short, what has been discussed so far is in line with deductive approach.

4.2 Sample and Procedure

4.2.1 Participants and Data Collection

This study used judgmental sampling. Judgmental sampling is used when “...elements selected for the sample are chosen by the judgment of the researcher” (Black, 2010, p. 225). Data came from full-time salespeople employed in the four- and five-star hotels in Tehran in Iran. Salespeople possess intense contact with customers and are responsible for a number of tasks in the organization (e.g., promoting and selling convention centers, rooms, and/or restaurants). Tehran is a popular destination and attracts individuals/companies to exhibitions and international fairs.

According to the information received from Iran’s Cultural Heritage, Handicraft and Tourism Organization at the time of the present study, there were 10 four-star and 5 five-star hotels in Tehran. Initially, the researcher tried to contact management of these hotels through a letter and provided relevant information about the objectives of the study and asked for permission for collecting data from salespeople of these hotels. Management of 7 four-star hotels and 5 five-star hotels agreed for data collection process.

The researcher was able to get permission to distribute the questionnaires directly to salespeople and their supervisors. All the questionnaires were distributed to the employees during their break time. Each questionnaire had a cover page. In this cover page, the following information was given: ‘There are no right or wrong

answers in this questionnaire.’ ‘Any sort of information collected during our research will be kept in confidential.’ ‘Participation is voluntary but encouraged.’ ‘Management of your hotel fully endorses participation.’ Using such information as well as obtaining strong support and cooperation from management of each hotel and using envelopes and boxes for collecting the questionnaires increases the response rate of this study (Karatepe & Karadas, 2015; Karatepe & Olugbade, 2016). These practices are also among the potential remedies to reduce the potential risk of common method bias (Podsakoff et al., 2003).

4.2.2 Temporal Separation and Multiple Sources of Data

This study gathered data from hotel salespeople using a time lag of two weeks in three waves and their direct supervisors. In addition to what was discussed above, this enabled the researcher to reduce the potential risk of common method bias (Karatepe & Karadas, 2015; Karatepe & Kaviti, 2016; Karatepe & Olugbade, 2016; Paek et al., 2015; Podsakoff et al., 2003).

In short, this study utilized the Time I questionnaire (i.e., SL and items about respondents’ profile), Time II questionnaire (i.e., self-efficacy, hope, resilience, and optimism), Time III questionnaire (i.e., LA, IR, and SSA), and supervisor questionnaire (i.e., SOOCBs). The questionnaires were matched with each other based on identification codes.

4.2.3 Response Rate

A total number of 210 Time I questionnaires was distributed to respondents. Out of this number, 194 questionnaires were received back. The total number of 194 questionnaires was given to the same employees at Time II, out of which 190 were received back. One hundred and ninety questionnaires were distributed to the same respondents at Time III, out of which 187 were received, yielding the response rate

of 89.1%. The researcher was able to receive the same number of questionnaires assessed by 26 supervisors regarding salespeople's SOOCBs.

4.3 The Measuring Instruments

4.3.1 Measures

The thesis used various sources to measure the study variables. Specifically, SL was measured using six items from Lytle et al. (1998). The PsyCap questionnaire had 24 items and each component (i.e., self-efficacy, hope, resilience, optimism) had six items. The PsyCap items were taken from Luthans et al. (2007). LA was measured via three items from Foust et al. (2006). The IR items were taken from Kehoe and Wright (2013). IR was measured with four items. In order to measure SSA, 10 items were used from Yu et al. (2012). Sixteen items taken from Bettencourt et al. (2001) were applied to measure SOOCBs.

Scores for SL, IR, and SSA were on a five-point scale, ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). A six-point scale was used to rate PsyCap that ranged from 6 (*strongly agree*) to 1 (*strongly disagree*). The LA scale comprised a seven-point scale that ranged from 7 (*strongly agree*) to 1 (*strongly disagree*). To measure SOOCBs, a five-point scale, anchored by 5 (*extremely characteristic of him or her*) and 1 (*not at all characteristic of him or her*), was applied.

Respondents' age and education were measured in four different categories, while organizational tenure was measured via a five category. Gender was coded as a binary variable, where 0 represented male and 1 represented female. Marital status was also coded as a binary variable (0 = single or divorced and 1 = married).

4.3.2 Back-Translation and Pilot Study

All items in the four different questionnaires were subjected to the back-translation method. For doing so, scholars and professional linguists who were fluent in both Persian and English language contributed to the back-translation process (Parameswaran & Yaprak, 1987). The researcher tested the Time I, Time II, and Time III questionnaires with three different pilot studies. Each study included 10 different salespeople. The researcher tested the supervisor questionnaire through a pilot sample of 10 supervisors. Since salespeople and the supervisors did not have any difficulty understanding the back-translated items, there was no convincing reason to make changes in the questionnaires.

4.4 Strategy of Analysis

4.4.1 Frequency

Frequencies are used to display the results about respondents' profile. That is, age, gender, education, organizational tenure, and marital status are reported based on frequency analysis.

4.4.2 Two-Step Approach

The present thesis takes into consideration the guidelines provided by Anderson and Gerbing's (1988) two-step approach. Using this approach is not new. This approach consists of the assessment of the measurement and structural or hypothesized models. An analysis of the literature demonstrates that various studies have used this approach (e.g., Gupta & Singh, 2014; Karatepe & Karadas, 2014; 2015; Paek et al, 2015).

In the first step, all variables are tested via confirmatory factor analysis. This enables the researcher to demonstrate the results about convergent and discriminant validity

as well as composite reliability (Anderson & Gerbing, 1988). Convergent validity is tested using the average variance extracted (AVE) by each latent variable. The cut-off level for this is 0.50 (Fornell & Larcker, 1981). For discriminant validity, the square root of each AVE is calculated. This should be greater than the correlation between the related pairs of constructs (Fornell & Larcker, 1981). Internal consistency reliability is reported using composite reliability. The cut-off level for this is 0.60 (Bagozzi & Yi, 1988).

Model fit statistics used to assess the measurement model is as follows: χ^2/df , CFI, PNFI, SRMR, and RMSEA. CFI "...assumes that all latent variables are uncorrelated (null/independence model) and compares the sample covariance matrix with this null model" (Hooper, Coughlan, & Mullen, 2008, p. 55). The value for CFI should not be less than 0.90 (Hair et al., 2010). PNFI "...takes into account the number of degrees of freedom used to obtain a given level of fit. Parsimony is achieved with a high degree of fit for fewer degrees of freedom in specifying the coefficients to be estimated. PNFI is used to compare models with different degrees of freedom..." (Schumacker & Lomax, 2010, p. 90). In general, 0.50 seems to be the cut-off level for PNFI (Hair et al., 2010; Hooper et al., 2008; Safavi & Karatepe, 2017).

SRMR is a "summary of how much difference exists between the observed data and the model" (Weston & Gore, 2006, p. 742). The value for SRMR below 0.10 is acceptable (e.g., Hair et al., 2010). RMSEA is based on the "analysis of residuals, with smaller values indicating a better fit to the data" (Kelloway, 1998, p. 27). The value for RMSEA is expected to be less than 0.08 (Hooper et al., 2008).

In the second step, the hypothesized model is tested through structural equation modeling. According to Bagozzi and Yi (2012), using structural equation modeling has several important benefits. Specifically, it "...helps researchers to be more precise in their specification of hypotheses and operationalizations of constructs...guides exploratory and confirmatory research in a manner combining self-insight and modeling skills with theory. Works well under the philosophy of discovery or the philosophy of confirmation...is useful in experimental or survey research, cross-sectional or longitudinal studies, measurement or hypothesis testing endeavors, within or across groups and institutional or cultural contexts..." (p. 12).

The fully or hypothesized model is compared with the partially mediated model using the χ^2 difference test. Evidence for normality of data is provided through skewness analysis. Therefore, the mediating effects are tested based on the Sobel test. The abovementioned model fit statistics is also used for the hypothesized model. Analyses are carried out via SPSS and LISREL 8.30 (Joreskog & Sorbom, 1996). In addition, means, standard deviations, and correlations of observed variables are reported.

Chapter 5

RESULTS

The present chapter provides demographic breakdown of the sample in terms of age, education, gender, marital status, and organizational tenure. Using confirmatory factor analysis, the measurement is assessed in terms of convergent and discriminant validity as well as composite reliability for each latent variable. Means, standard deviations, and correlations of observed variables are also presented. The hypothesized or fully mediated model is test using structural equation modeling. The Sobel test is employed to test the mediating effects.

5.1 Demographic Characteristics

Respondents' characteristics including their age, gender, education, tenure, and marital status are shown Table 1. As reported in Table 1, the majority of the participants (69%) were between the ages of 28-47, comprising 39%. Two percent of the respondents were aged between 18 and 27 years and the rest were older than 47 years. Most of the respondents were male (60.4 %). In terms of education, out of 187 respondents, 107 reported having a four-year college degree. This was 57% of the sample. In addition, 24% of the respondents had graduate degrees. Nineteen percent of the respondents possessed two-year college degrees and the rest had secondary and high school education.

In terms of tenure, only 13% of the respondents had tenures of five years or less. Twenty-six percent of the respondents had tenures between six and ten years and 40% had between 11 and 15 years. The rest had tenures longer than 15 years. According to the demographic breakdown of the sample, 157 respondents were married, while the rest reported being single or divorced.

Table 1: Respondents' Profile (n= 187)

	Number of respondents	Valid Percentage
<u>Age</u>		
18-27	3	1.6
28-37	56	30.0
38-47	73	39.0
48-57	55	29.4
Total	187	100.0
<u>Gender</u>		
Male	113	60.4
Female	74	39.6
Total	187	100.0
<u>Education</u>		
Secondary and high school	1	0.5
Two-year college degree	35	18.7
Four-year college degree	107	57.2
Graduate degree	44	23.6
Total	187	100.0
<u>Organizational tenure</u>		
Less than 1 year	8	4.3
1-5	17	9.0
6-10	49	26.2
11-15	74	39.6
16-20	39	20.9
Total	187	100.0
<u>Marital status</u>		
Single or divorced	30	16.0
Married	157	84.0
Total	187	100.0

5.2 The Measurement Model

5.2.1 Convergent Validity and Discriminant Validity

The findings emerged from confirmatory factor analysis proved the matter of convergent validity of all measures. Owing to non-significant *t*-values and correlation measurement errors, several items were discarded for further analysis. In

exact terms, the total number of five items was dropped from PsyCap. Additionally, the total number of four items (two items each from IR and SSA) and six from SOCBs were not included in the final analysis. Deletion of items for scale purification is consistent with other studies (e.g., Karatepe & Karadas, 2015; Paek et al., 2015).

As offered in Table 2, the nine-factor measurement model fit the data well ($\chi^2 = 1406.97$, $df = 1044$; $\chi^2 / df = 1.35$; CFI = 0.94; PNFI = 0.76; RMSEA = 0.043; SRMR = 0.050). Except for one item from IR with the loading of 0.64, the remaining items were above 0.70 (from 0.71 to 0.92). The AVE for each variable was greater than 0.50. That is, the AVE was 0.65, 0.77, 0.75, 0.76, 0.75, 0.64, 0.52, 0.70, and 0.61 for SL, self-efficacy, hope, resilience, optimism, LA, IR, SSA, and SOOCBs, respectively. In a nutshell, the results provided evidence for convergent validity (Anderson & Gerbing, 1988; Fornell & Larcker, 1981).

Table 2: Confirmatory Factor Analysis Results

Scale items	Standardized loading	t-value	AVE	CR
<u>Servant leadership</u>			0.65	0.92
Management constantly communicates the importance of service	0.77	12.08		
Management regularly spends time “on the floor” with frontline employees	0.74	11.45		
Management is constantly measuring service quality	0.81	12.97		
Management shows that they care about service by constantly giving of themselves	0.82	13.30		
Management provides resources, not just “lip service”, to enhance employee ability to provide excellent service	0.84	13.78		
Managers give personal input and leadership into creating quality service	0.84	13.85		
<u>Self-efficacy</u>			0.77	0.94
I feel confident analyzing a long-term problem to find a solution	0.83	13.89		
I feel confident in representing my work area in meetings with management	0.92	16.29		
Item #3	0.87	14.76		
Item #4	-*	-*		
Item #5	0.84	14.15		
Item #6	0.92	16.28		
<u>Hope</u>			0.75	0.94
If I should find myself in a jam at work, I could think of many ways to get out of it	0.86	14.62		
At the present time, I am energetically pursuing my work goals	0.84	14.11		
Item #9	0.90	15.66		
Item #10	0.84	14.09		
Item #11	-*	-*		
Item #12	0.88	15.00		
<u>Resilience</u>			0.76	0.91
When I have a setback at work, I have trouble recovering from moving on (-)	-*	-*		
I usually manage difficulties one way or another at work	0.83	13.54		
Item #15	0.89	15.03		
Item #16	-*	-*		
Item #17	0.90	15.27		
Item #18	-*	-*		

Table 2: (Continued)

Scale items	Standardized loading	t-value	AVE	CR
<u>Optimism</u>				
When things are uncertain for me at work, I usually expect the best	0.86	14.58	0.75	0.95
If something can go wrong for me work-wise, it will (-)	0.86	14.67		
Item #21	0.90	15.62		
Item #22	0.87	14.73		
Item #23	0.84	14.12		
Item #24	0.87	14.89		
<u>Lateness attitude</u>				
Tardiness to work should be acceptable as long as the work gets finished	0.75	11.14	0.64	0.84
Occasional tardiness for work should be acceptable	0.87	13.56		
I find it acceptable to be ten minutes late to work	0.78	11.84		
<u>Intention to remain with the organization</u>				
I would turn down a job with more pay in order to stay with this organization	-*	-*	0.52	0.68
I plan to spend my career at this organization	0.79	7.20		
I intend to stay at this organization for at least the next 12 months	-*	-*		
I do not plan to look for a job outside of this company in the next 6 months	0.64	6.51		
<u>Service-sales ambidexterity</u>				
Our hotel increases the level of service quality delivered to customers	-*	-*	0.70	0.95
Our hotel constantly surveys existing customers' satisfaction	0.88	15.30		
Our hotel fine-tunes what it offers to keep customers satisfied	0.82	13.57		
Our hotel continuously improves the reliability of services delivered to customers	0.83	13.90		
Our hotel creates new ways of expanding client portfolios	0.84	14.16		
Our hotel looks for creative ways to increase number of sales	0.71	10.92		
Our hotel explores the sales potential of market segments	0.82	13.44		
Our hotel actively targets new customer groups	-*	-*		
Our hotel penetrates more deeply into the existing customer base	0.91	15.93		
Our hotel bases its success on the exploration of sales opportunities	0.87	14.77		

Table 2: (Continued)

Scale items	Standardized loading	t-value	AVE	CR
<i>Service-oriented organizational citizenship behaviors</i>			0.61	0.94
This employee tells outsiders this is a good place to work	0.76	12.00		
This employee says good things about the hotel to others	0.78	12.41		
This employee generates favorable goodwill for the hotel	0.77	12.16		
This employee encourages friends and family to use the hotel's products and services	-*	-*		
This employee actively promotes the hotel's products and services	0.75	11.80		
This employee follows customer-service guidelines with extreme care	0.82	13.48		
This employee conscientiously follows guidelines for customer promotions	-*	-*		
This employee follows up in a timely manner to customer requests and problems	0.80	12.99		
This employee performs duties with unusually few mistakes	-*	-*		
This employee always has a positive attitude at work	0.86	14.48		
Regardless of circumstances, this employee is exceptionally courteous and respectful to customers	-*	-*		
This employee encourages coworkers to contribute ideas and suggestions for service improvement	0.71	11.02		
This employee contributes many ideas for customer promotions and communications	0.78	12.60		
This employee makes constructive suggestions for service improvement	-*	-*		
This employee frequently presents to others creative solutions to customer problems	0.78	12.48		
This employee takes home brochures to read up on products and services	-*	-*		

Model fit statistics

$\chi^2 = 1406.97$, $df = 1044$; $\chi^2 / df = 1.35$; CFI = 0.94; PNFI = 0.76; RMSEA = 0.043; SRMR = 0.050

Notes: All loadings are significant at the 0.01 level. AVE = Average variance extracted; CR = Composite reliability; CFI = Comparative fit index; PNFI = Parsimony normed fit index; RMSEA = Root mean square error of approximation; SRMR = Standardized root mean square residual. * Dropped during CFA. (-) Reverse-scored item. Items for PsyCap are copyrighted. Only two items for each indicator are given.

As suggested by Fornell and Larcker (1981), to ensure the matter of discriminant validity, the square root of AVE for each variable was computed. The finding for each variable should be greater than the related pairs of variables. The square root of AVE for SL, self-efficacy, hope, resilience, optimism, LA, IR, SSA, and SOOCBs was 0.81, 0.88, 0.87, 0.87, 0.87, 0.80, 0.72, 0.84, and 0.78, respectively. The emerging results met such requirement. Therefore, there was the evidence of discriminant validity (Fornell & Larcker, 1981; Hair et al., 2010).

5.2.2 Composite Reliability

To attain a satisfactory score, composite reliability for each variable should be equal to or exceed 0.60. The results showed that composite reliability for each variable was greater than 0.60. The findings were as follows: SL 0.92, self-efficacy 0.94, hope 0.94, resilience 0.91, optimism 0.95, LA 0.84, IR 0.68, SSA 0.95, and SOOCBs 0.94. In short, the measures were reliable (Bagozzi & Yi, 1988).

5.2.3 Correlations of Observed Variables

Means, standard deviations, and correlations of observed variables are shown in Table 3. As presented in Table 3, demographic variables were not significantly correlated with any of the variables shown in the research model. The overwhelming majority of the correlations were significant.

Table 3: Means, Standard Deviations, and Correlations of Observed Variables

Variables	1	2	3	4	5	6	7	8	9	10	11
1. Age	-										
2. Gender	-0.165*	-									
3. Education	0.171**	-0.111	-								
4. Organizational tenure	0.782**	-0.148*	0.266**	-							
5. Marital status	0.340**	-0.034	0.156*	0.267**	-						
6. Servant leadership	-0.008	-0.090	-0.004	-0.005	0.011	-					
7. Psychological capital	-0.118	-0.012	-0.029	-0.117	-0.047	0.193**	-				
8. Lateness attitude	0.077	0.043	0.004	0.082	0.027	-0.123*	-0.249**	-			
9. Intention to remain with the organization	-0.009	0.067	0.002	-0.014	-0.044	-0.033	0.161*	-0.103	-		
10. Service-sales ambidexterity	-0.048	0.059	-0.069	-0.067	0.015	0.253**	0.450**	-0.427**	0.147*	-	
11. Service-oriented organizational citizenship behaviors	0.048	-0.098	0.067	0.105	-0.040	0.099	0.408**	-0.206**	-0.067	0.343**	-
Mean	2.96	0.40	4.04	3.64	0.84	3.47	4.17	5.00	2.39	3.01	2.53
Standard deviation	0.81	0.49	0.67	1.05	0.37	1.09	0.88	1.49	0.95	1.14	1.00

Notes: * $p < 0.05$, ** $p < 0.01$ (one-tailed test).

5.3 Tests of Research Hypotheses

The results regarding skewness values provided support for normality of the data. Specifically, the skewness value for SL, self-efficacy, hope, resilience, optimism, LA, IR, SSA, and SOOCBs was -0.624, -0.936, -1.02, -0.953, -0.930, -0.948, 0.524, -0.154, and 0.772, respectively. They were below 3.00 (Kline, 2011). The comparison of the fully mediated model ($\chi^2 = 796.11$, $df = 626$) with the partially mediated model ($\chi^2 = 792.25$, $df = 622$) showed no significant result ($\Delta\chi^2 = 3.86$, $\Delta df = 4$, $p > 0.05$). Therefore, the fully mediated model was used to assess the relationships. As provided in Table 4, the model fit the data well. To be precise, the model fit statistics was as follows: ($\chi^2 = 796.11$, $df = 626$, $\chi^2 / df = 1.27$; CFI = 0.93; PNFI = 0.72; RMSEA = 0.038; SRMR = 0.061).

This table is used to show the results related to hypothesis testing. Hypothesis 1 is supported because according to the results, SL has a positive impact on PsyCap ($\beta_{21} = 0.30$, $t = 3.00$). Referring to hypothesis 2a, PsyCap is negatively related with LA. The results confirm such a negative relationship ($\beta_{32} = -0.55$, $t = -4.22$). Hypotheses 2b, 2c, and 2d respectively propose a positive relationship between PsyCap and IR and SSA and SOOCBs. As presented in Table 4, PsyCap depicts a positive effect on IR ($\beta_{42} = 0.24$, $t = 2.42$), SSA ($\beta_{52} = 0.84$, $t = 4.97$), and SOOCBs ($\beta_{62} = 0.51$, $t = 4.23$). Thus, there is support for hypotheses 2b, 2c, and 2d.

Table 4: Main Results

Research hypotheses		Path estimate	t-value
H1	SL → PsyCap (β_{21})	0.30	3.00
H2a	PsyCap → LA (β_{32})	-0.55	-4.22
H2b	PsyCap → IR (β_{42})	0.24	2.42
H2c	PsyCap → SSA (β_{52})	0.84	4.97
H2d	PsyCap → SOCBs (β_{62})	0.51	4.23
		z-score	
H3a	SL → PsyCap → LA	-2.45	
H3b	SL → PsyCap → IR	1.87	
H3c	SL → PsyCap → SSA	2.56	
H3d	SL → PsyCap → SOCBs	2.45	
		λ	t-value
Self-efficacy ← PsyCap	0.68	*	
Hope ← PsyCap	0.40	2.95	
Resilience ← PsyCap	0.38	2.69	
Optimism ← PsyCap	0.64	4.11	
<i>Control variable</i>			
Organizational tenure → Service-oriented OCBs (γ_{64})	0.22	1.73	
R² for			
SL	0.01		
PsyCap	0.13		
LA	0.30		
IR	0.06		
SSA	0.68		
SOCBs	0.28		

Model fit statistics

$\chi^2 = 796.11$, $df = 626$, $\chi^2 / df = 1.27$; $CFI = 0.93$; $PNFI = 0.72$; $RMSEA = 0.038$; $SRMR = 0.061$

Notes: SL = Servant Leadership; PsyCap = Psychological capital; LA= Lateness Attitude; IR= Intention to remain with the organization; SSA= Service-sales ambidexterity; SOCBs = Service-oriented organizational citizenship behaviors; CFI = Comparative fit index; PNFI = Parsimony normed fit index; RMSEA = Root mean square error of approximation; SRMR = Standardized root mean square residual. *T*- values: one-tailed test $t > 1.65$, $p < 0.05$; and $t > 2.33$, $p < 0.01$. * *T*-values are shown in parentheses except for the loading of self-efficacy that was initially fixed to 1.00 to set the metric for the underlying PsyCap variable.

Considering the mediating role of PsyCap, hypotheses 3a, 3b, 3c, and 3d are also supported. That is, Generally speaking, the results emerging from the Sobel test in Table 4 indicate that PsyCap is a complete mediator between SL and job outcomes. That is, PsyCap fully mediates the effect of SL on LA ($z = -2.45$), IR ($z = 1.87$), SSA ($z = 2.56$), and SOOCBs ($z = 2.45$).

As given in Table 4, among other control variables, only organizational tenure has a positive influence on SOOCBs ($\gamma_{64} = 0.22$, $t = 1.73$). Such result specifies that salespeople with more tenure show SOOCBs at higher levels. The results concerning the significance of the direct and mediating effects do not change with or without the control variables.

Chapter 6

DISCUSSION

This chapter offers a discussion of the findings described in the previous chapter. Discussion of theoretical implications is followed by management implications. In this section, several useful implications for managers in the hospitality industry are offered. This is followed by limitations of the empirical study and implications for future research.

6.1 Summary of Key Findings

This thesis developed and tested a research model that examined the effects of SL and PsyCap on four critical outcomes. These outcomes were LA, IR, SSA, and SOOCBs. The research model also examined PsyCap as a full mediator of the impact of SL on LA, IR, SSA, and SOOCBs. Data were obtained from hotel salespeople with a two-week time lag and their immediate supervisors in Iran. All hypotheses received support from the empirical data.

The results suggest that SL is a critical predictor of PsyCap. Salespeople are more self-efficacious, hopeful, resilient, and optimistic when they perceive that there is a successful implementation of SL in the organization. In line with limited recent studies (Karatepe & Talebzadeh, 2016) and SDT (Ryan & Deci, 2000), SL practices that focus on salespeople's satisfaction of autonomy, competence, and relatedness needs enhance their PsyCap.

The results also suggest that salespeople high on PsyCap exhibit positive outcomes. That is, they exhibit low levels of intentions to be late for work and higher levels of intentions to stay in the organization. They show higher willingness to explore sales opportunities and target new market segments as well as contribute to delivery of service quality. Such salespeople go beyond their in-role performance requirements by providing ideas and feedback for service improvement, managing customer problems effectively, and exceeding customer expectations. Salespeople who possess and accumulate personal resources such as self-efficacy, hope, resilience, and optimism can report these positive outcomes. The results given above are consistent with COR theory (Hobfoll, 2001) as well as other limited recent studies (Karatepe & Karadas, 2014; Newman et al., 2014).

The abovementioned results clearly suggest that PsyCap is a full mediator between SL and the four critical outcomes for salespeople. That is, the effect of SL on LA, IR, SSA, and SOOCBs is fully mediated by PsyCap. Salespeople working in an environment that consists of successful SL practices are high on PsyCap and therefore report desirable outcomes (e.g., Karatepe & Talebzadeh, 2016; Newman et al., 2014).

6.2 Theoretical Implications

This empirical investigation contributes to the existing hospitality literature in several ways. First, SL has received very little attention in the hospitality research (Wu, Tse, Fu, Kwan, & Liu, 2013). Evidence shows that leadership styles have an influence on followers' PsyCap (Avey et al., 2011; Woolley et al., 2011). As stated by Van Dierendonck et al. (2014), SL is strongly related to the satisfaction of the psychological needs and servant leaders invest their time and energy to understand

the needs of all individual followers. Using SDT as the theoretical framework, this study suggests that leaders can elevate employees' level of competence by constantly measuring service quality in organizations and providing employees with relevant feedback. They are also able to satisfy employees' needs in terms of their autonomy and relatedness by providing different excellent service and through communicating the importance of service with them. As stated earlier, when employees have such feelings, they have greater hope to look for various paths and ways to reach their goals to succeed in their task, improve their self-confidence in dealing with challenging responsibilities, possess positive attitude and confidence about the future or the success of doing something, and sustain to attain success when confronting problems.

Another significant theoretical implication is that this study uses COR theory to develop the relationship between PsyCap and the four critical outcomes. It seems that there is no empirical study that has tested the impact of PsyCap on LA, IR, SSA, and SOOCBs among hotel salespeople. The results clearly suggest that salespeople display positive job outcomes when they are high on PsyCap.

By testing the abovementioned relationships, this thesis contributes to the hospitality research. Broadly speaking, empirical research about the underlying mechanism that links SL to job outcomes is scarce. This thesis responds to this call by using PsyCap as a mediator in the association between SL and four crucial outcomes among salespeople (Van Dierendonck et al., 2014). In short, PsyCap fully mediates the impact of SL on LA, IR, SSA, and SOOCBs.

6.3 Management Implications

The results emerging from current study offer useful implications for managers in the hospitality industry. Specifically, servant leaders are viewed as representatives of the human capital of an organization (Berendt, 2012). Therefore, important and key characteristics of servant leadership must be taken into consideration. In fact, as stated by Parris and Peachey (2013), more than 20% of Fortune magazine top 100 companies, including Starbucks, Vanguard Investment Group, and Southwest Airlines, have pursued guidance from the Greenleaf Center (<http://www.greenleaf.org/>) for SL style. More importantly, using such leadership style, Starbucks has been able to increase its sale since last few years. As a result, using the guidance provided by Greenleaf Center would help managers and leaders have better insights and perceptions about such leadership style and they may experience better employee performance in their hotels and increase the hotel's sales.

In the case of salespeople, studies have shown that when a salesperson leaves his/ her organization, the costs associated with the leaving vary from 25% to 200% of their annual compensation (Lewin & Sager, 2010, Hamwi, Nicholas Rutherford, Boles, & Madupalli, 2014). Karatepe and Shahriari (2014) stated that this might be due to problems related to human resource management practices such as recruitment and selection, training and development, and performance appraisal. As claimed by Hamwi et al. (2014), this mentioned considerable cost would affect the firm in three different areas including “the decrease in business that comes from the departed salesperson no longer working; the additional costs associated with finding, hiring and training a replacement; and the loss of business associated with learning curve deficiencies i.e. when the new salesperson starts his/her position, he/she will not

initially perform at the same level of the experienced salesperson” (p.1). Due to this irrevocable costs and the mentioned important role of salespeople in the hospitality industry (Magnini, 2009), rigorous recruitment process seems to be crucial for such positions. Therefore, human resource managers need to pay their utmost attention to the recruitment process to hire the most suitable individuals.

Moreover, as the results of this study demonstrated, salespeople high on PsyCap are able to pursue the twin goals of providing high service quality and increasing sales target. They are also able to outperform activities out of their job description for increasing service quality which is an essential and ultimate goal for the hospitality industry. Therefore, through objective tests and scenario-based interviews before hiring, managers would be able to ascertain candidates’ levels of PsyCap. It should be noted that managers are also able to increase employees’ level of hope, resilience, optimism, and self-efficacy by constant training programs. As another policy, they can assign rewards for employees by paying attention to each salesperson’s family status (e.g., being married or not or having children or not). This would enable managers to get better results out of such high-performance work practices. Broadly speaking, managers can arrange incentive trips for employees and their families. To increase employees’ level of PsyCap, hotels can establish regular workshops and present employees some motivational speech, give them real life examples of successful people, and introduce printed books associated with employee motivation.

As another method to increase employee PsyCap, hotels can take advantage of professional linguists who can help the leaders make an influential and persuasive speech to their followers. Based on the definition, one important function of a language is a conative function which is “a function of language or, more generally,

communication, that is focused on, and concerned with influencing the behavior of, the addressee, and thus concerned with persuasion” (<http://www.oxfordreference.com/>). Linguists are able to teach and guide leaders how to influence others through their speech. They may help them how to lecture and what type of sentences to use while giving directions and speech to followers.

As the study shows, the approximate annual cost for employee lateness in the case of US business has been estimated more than \$3bn (DeLonzor, 2005, Berry et al., 2012). Therefore, employees need to be completely aware of the consequences of LA at work. Managers should try to reduce employees’ lateness by reminding the drawbacks of such withdrawal behavior.

6.4 Limitations and Suggestions for Future Research

Similar to the case with other studies, there are several limitations that stress the need for future research. First, this thesis collected data from a single industry in a single country. To enhance the database about PsyCap as a mediator of the impact of SL on LA, IR, SSA, and SOOCBs, conducting a cross-national study (e.g., Iran, the United Kingdom, and Japan) would be useful.

Second, this thesis used SL an antecedent to PsyCap. This is because of the fact that SL is really a critical leadership style for the hospitality industry (Koyuncu et al., 2014). To understand whether SL or other important leadership styles predict PsyCap and the previously stated outcomes better, future research could examine ethical leadership, authentic leadership, and transformational leadership in addition to servant leadership.

Third, this thesis used gender as a control variable. This is consistent with other studies in the literature (e.g., Wu et al., 2013). However, gender may moderate the relationship between SL and PsyCap. For example, the positive effect of SL on PsyCap may be stronger among female salespeople than among male salespeople. Future research can shed light on the moderating role of gender using agentic and communal perspectives (Karatepe, Babakus, & Yavas, 2006).

Chapter 7

CONCLUSION

This thesis proposed and tested a research model that examined the impacts of SL and PsyCap on hotel salespeople's LA, IR, SSA, and SOOCBs. The research model also examined PsyCap as a mediator of the impact of SL on these job outcomes. These relationships were developed based on SDT and COR theory as well as empirical evidence in the extant literature. The empirical data provided full support for the hypothesized relationships. By testing these relationships based on data gathered from hotel salespeople with a time lag of two weeks in three waves and their immediate supervisors, this thesis filled in three important voids. First, SL is still in its infancy stage in the hospitality management literature and less is known about the outcomes of SL (Karatepe & Talebzadeh, 2016; Koyuncu et al., 2014). Second, there are several empirical studies about PsyCap in the hospitality management literature (Jung & Yoon, 2015; Karatepe & Karadas, 2014, 2015; Paek et al., 2015). However, the relationship of PsyCap with LA, IR, SSA, and SOOCBs needs empirical attention. Third, there is a need for empirical research about the underlying mechanism that links SL to these job outcomes (Van Dierendonck et al., 2014).

The results suggest that SL enriches salespeople's PsyCap. That is, salespeople are more self-efficacious, hopeful, resilient, and optimistic in an atmosphere where they admire and appreciate their leaders. This is because of the way that servant leaders

put their followers first and concentrate on serving the necessities of their followers. This relationship is developed by SDT which emphasizes individuals' tendencies to satisfy their psychological basic needs known as autonomy, relatedness, and competence. The results suggest that servant leaders are able to satisfy these mentioned needs among salespeople, leading to elevated levels of PsyCap.

Employees high on PsyCap get the advantage of this personal resource and, in turn, have fewer tendencies to attend work late. Moreover, salespeople high on PsyCap would stay longer with the organization, have better perceptions of SSA, and display higher levels of discretionary behaviors. The effect of PsyCap on the mentioned job outcomes is developed through COR theory. The results also suggest that SL is linked to these outcomes through PsyCap.

It is hoped that future research would expand current knowledge by testing the effects of different types of leadership styles (i.e., servant leadership ethical leadership, transformational leadership, and authentic leadership) on various outcomes to understand which leadership style appears to explain the outcomes better. This would enable managers to focus on the most relevant and critical leadership style. This would also help managers foster their followers' PsyCap that in turn would lead to positive outcomes.

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APPENDIX

A FIELD STUDY IN THE HOTEL INDUSTRY IN IRAN

Dear Respondent:

This study which is initiated by university-based researchers is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. Participation is voluntary but encouraged. Management of your hotel fully endorses participation. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Mrs. Mona Bouzari through her e-mail address: mona_bouzari@yahoo.com.

Thank you for your kind cooperation.

Research Team:

Mona Bouzari
Prof. Dr. Osman M. Karatepe

Address:

Faculty of Tourism
Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

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Research Team:

Mona Bouzari
Prof. Dr. Osman M. Karatepe

Address:

Faculty of Tourism
Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

Below are statements that describe how you may think about yourself right now. Use the following scales to indicate your level of agreement or disagreement with each statement:

- (1) I strongly disagree
- (2) I disagree
- (3) Somehow I disagree
- (4) Somewhat I agree
- (5) I agree
- (6) I strongly agree

01. I feel confident analyzing a long-term problem to find a solution.	1	2	3	4	5	6
02. I feel confident in representing my work area in meetings with management.	1	2	3	4	5	6
03. I feel confident contributing to discussions about the company's strategy.	1	2	3	4	5	6
04. I feel confident helping to set targets/goals in my work area.	1	2	3	4	5	6
05. I feel confident contacting people outside the company (eg. suppliers, customers) to discuss problems.	1	2	3	4	5	6
06. I feel confident presenting information to a group of colleagues.	1	2	3	4	5	6
07. If I should find myself in a jam at work, I could think of many ways to get out of it.	1	2	3	4	5	6
08. At the present time, I am energetically pursuing my work goals.	1	2	3	4	5	6
09. There are lots of ways around any problem.	1	2	3	4	5	6
10. Right now I see myself as being pretty successful at work.	1	2	3	4	5	6
11. I think of many ways to reach my current work goals.	1	2	3	4	5	6
12. At this time, I am meeting the work goals that I have set for myself.	1	2	3	4	5	6
13. When I have a setback at work, I have trouble recovering from moving on.	1	2	3	4	5	6
14. I usually manage difficulties one way or another at work.	1	2	3	4	5	6
15. I can be 'on my own', so to speak, at work if I have to.	1	2	3	4	5	6
16. I usually take stressful things at work in stride.	1	2	3	4	5	6
17. I can get through difficult times at work because I have experienced difficulty before.	1	2	3	4	5	6
18. I feel I can handle many things at a time at this job.	1	2	3	4	5	6
19. When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5	6
20. If something can go wrong for me work-wise, it will.	1	2	3	4	5	6
21. I always look on the bright side of things regarding my job.	1	2	3	4	5	6
22. I am optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5	6
23. In this job, things never work out the way I want them to.	1	2	3	4	5	6
24. I approach this job as if 'every cloud has a silver lining'.	1	2	3	4	5	6

Thank you for your kind cooperation.

A FIELD STUDY IN THE HOTEL INDUSTRY IN IRAN

Dear Respondent:

This study which is initiated by university-based researchers is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

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SECTION I.

Please indicate your disagreement or agreement with each statement by crossing the number using the following seven-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I slightly disagree
- (4) I am undecided
- (5) I slightly agree
- (6) I agree
- (7) I strongly agree

1. Tardiness to work should be acceptable as long as the work gets finished.	1	2	3	4	5	6	7
2. Occasional tardiness for work should be acceptable.	1	2	3	4	5	6	7
3. I find it acceptable to be ten minutes late to work.	1	2	3	4	5	6	7

SECTION II.

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

6. I would turn down a job with more pay in order stay with this organization.	1	2	3	4	5
7. I plan to spend my career at this organization.	1	2	3	4	5
8. I intend to stay at this organization for at least the next 12 months.	1	2	3	4	5
9. I do not plan to look for a job outside of this company in the next 6 months.	1	2	3	4	5
10. This hotel increases the level of service quality delivered to customers.	1	2	3	4	5
11. This hotel constantly surveys existing customers' satisfaction.	1	2	3	4	5
12. This hotel fine-tunes what it offers to keep customers satisfied.	1	2	3	4	5
13. This hotel continuously improves the reliability of services delivered to customers.	1	2	3	4	5
14. This hotel creates new ways of expanding client portfolios.	1	2	3	4	5
15. This hotel looks for creative ways to increase number of sales.	1	2	3	4	5
16. This hotel explores the sales potential of market segments.	1	2	3	4	5
17. This hotel actively targets new customer groups.	1	2	3	4	5
18. This hotel penetrates more deeply into the existing customer base.	1	2	3	4	5
19. This hotel bases its success on the exploration of sales opportunities.	1	2	3	4	5

Thank you for your kind cooperation.

A FIELD STUDY IN THE HOTEL INDUSTRY IN IRAN

Dear Respondent:

This research is initiated by university-based researchers. Its purpose is to obtain information regarding frontline hotel employees' performance under your supervision. Therefore, each questionnaire (to be self-administered by you) will belong to each frontline hotel employee who is supervised by you.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. Participation is voluntary but encouraged. Management of your hotel fully endorses participation. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Mrs. Mona Bouzari through her e-mail address: mona_bouzari@yahoo.com.

Thank you for your kind cooperation.

Research Team:

Mona Bouzari
Prof. Dr. Osman M. Karatepe

Address:

Faculty of Tourism
Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

Please cross the number using the following five-point scale:

- (1) Not at all characteristic of him or her
- (2) Not characteristic of him or her
- (3) I am undecided
- (4) Characteristic of him or her
- (5) Extremely characteristic of him or her

1. This employee tells outsiders this is a good place to work.	1	2	3	4	5
2. This employee says good things about the hotel to others.	1	2	3	4	5
3. This employee generates favorable goodwill for the hotel.	1	2	3	4	5
4. This employee encourages friends and family to use the hotel's products and services.	1	2	3	4	5
5. This employee actively promotes the hotel's products and services.	1	2	3	4	5
6. This employee follows customer-service guidelines with extreme care.	1	2	3	4	5
7. This employee conscientiously follows guidelines for customer promotions.	1	2	3	4	5
8. This employee follows up in a timely manner to customer requests and problems.	1	2	3	4	5
9. This employee performs duties with unusually few mistakes.	1	2	3	4	5
10. This employee always has a positive attitude at work.	1	2	3	4	5
11. Regardless of circumstances, this employee is exceptionally courteous and respectful to customers.	1	2	3	4	5
12. This employee encourages coworkers to contribute ideas and suggestions for service improvement.	1	2	3	4	5
13. This employee contributes many ideas for customer promotions and communications.	1	2	3	4	5
14. This employee makes constructive suggestions for service improvement.	1	2	3	4	5
15. This employee frequently presents to others creative solutions to customer problems.	1	2	3	4	5
16. This employee takes home brochures to read up on products and services.	1	2	3	4	5

Thank you for your kind cooperation.