

Understanding the Relationship between Authentic Leadership and Employee Cynicism, Tolerance to Workplace Incivility and Job Search Behavior via the Moderating Role of Team Psychological Capital

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ABSTRACT

In today's highly competitive marketplace, employees are faced with a continuous pressure to perform well in the organizations. Among various leadership styles, authentic leadership is a promising style because it helps to develop harmonious leader–follower relationships by treating followers with authenticity and promoting followers' self-development. With an increasing trend in unemployment rates, aggravated volume of tasks to be accomplished, and lack of motivation, employees may become disengaged and subsequently display negative behaviors. This is particularly relevant to the hotel industry which is marked by unskilled tasks, fierce rivalry, and low wages. In order to keep employees away from negative behaviors (employee cynicism, tolerance to workplace incivility, and job search behavior), authentic leadership might be the most effective leadership style to address these issues and ensure a workplace culture where employees do not engage in counter-productive work behaviors.

This study examines the effect of authentic leadership on employee cynicism, tolerance to workplace incivility, and job search behavior. More specifically, the study hypothesizes that team psychological capital moderating the relationship between authentic leadership and employee cynicism, tolerance to workplace incivility, and job search behavior.

The sample consisted of 45 intact team members consisting of 331 employees from 5 and 4 stars international hotels in Jordan. The survey was developed in English and then back-translated to Arabic by two linguistic experts. A participatory pilot survey

was conducted with 15 hotel employees, and the result showed that the questions were fully understood by the employees. Five hundred questionnaires were distributed at time 1. Each employee received a survey packet containing a cover letter from the researchers requesting their participation. The cover letter explained the purpose of the study, and the approval of the hotel management. Approximately 2 weeks later, the employees who completed the time 1 (n=398) survey were given a second questionnaire that assessed employee cynicism, workplace incivility, job search behavior and demographic data.

To test the hypotheses, regression analyses was performed. The results showed that authentic leadership had significant and negative relationship with employee cynicism, tolerance to workplace incivility, and job search behavior. The moderating effect of team psychological capital on the relationship between authentic leadership and employee cynicism and job search behavior were non-significant. Team psychological capital partially moderated the effect of authentic leadership on tolerance to workplace incivility. The managerial implications, theoretical contributions, and limitations of the study are discussed at the end of this thesis.

Keywords: authentic leadership, employee cynicism, tolerance to workplace incivility, job search behavior, hotel employees, Middle east/Jordan.

ÖZ

Bu çalışma, otoriter liderliğin çalışanların kinizmine, işyeri mahrumiyetine toleransa ve iş arama davranışına etkisini incelemektedir. Çalışma özellikle otantik liderliğin, çalışanların kinizmine, işyeri mahrumiyetine toleransa ve iş arama davranışına olumsuz biçimde bağlı olduğunu varsaymaktadır. Ayrıca, takım psikolojik sermayesi otantik liderliğin, çalışanların kinizmine, işyeri mahrumiyetine toleransa ve iş arama davranışına etkilerini hafifletmektedir.

Çalışmanın örneği, Ürdün'deki uluslararası otellerin 331 çalışanının 45 bozulmamış ekip üyesinden oluşmaktadır. Anket İngilizce olarak geliştirilmiş ve daha sonra iki dil uzmanı tarafından Arapça'ya tercüme edilmiştir. 15 otel çalışanıyla bir pilot anket gerçekleştirilmiş ve sonuçta soruların tam olarak anlaşıldığı belirlenmiştir. Anket çalışması kapsamında 500 anket zaman 1'de dağıtılmıştır. Bu çalışmaya katılanlara gönderilen anket içeriğinde yer alan kapak yazısı, çalışmanın amacını ve çalışmanın otel yönetimi tarafından onaylandığını ifade etmektedir. Yaklaşık 2 hafta sonra, zaman 1 anketini tamamlayan çalışanlara, çalışanların kinizmi, işyeri mahrumiyeti, iş arama davranışları ve demografik verileri değerlendiren ikinci bir anket formu verilmiştir.

Hipotezleri test etmek için regresyon analizleri yapılmış olup, sonuçlar, otantik liderliğin, çalışanların kinizmi, işyeri yokluğuna tolerans ve iş arama davranışı ile anlamlı ve olumsuz bir ilişki içinde olduğunu göstermektedir. Bununla beraber, ekip psikolojik sermayesinin otantik liderlik ile işyeri yokluğu toleransı arasındaki ilişkiye yönelik olumlu etkisinin belirgin olması da sonuçlar arasında yer almaktadır. Ekip

psikolojik sermayesinin kısmen otantik liderliđin alıřanın kinizmine etkisini sađladı da alıřmanın sonuçları arasında yer almaktadır. Öte yandan, sonuçlar ekip psikolojik sermayesinin otantik liderlik ile alıřan kinizm arasındaki ilişkiye yönelik ılımlılařtırıcı etkisini desteklemediđini ortaya koymaktadır. alıřmanın yönetsel etkileri, teorik katkıları ve sınırlamaları bu tezin sonunda tartışılacaktır.

Anahtar Kelimeler: otoriter liderlik, alıřan kini, işyeri mahrumiyetine tolerans, iş arama davranış, otel alıřanları

DEDICATION

I would like to dedicate my thesis to the souls of all those who died as martyrs in my beloved country Libya. This is for you.

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Chapter 1

INTRODUCTION

1.1 Introduction

This chapter explains the relevance of this research and positions the reader in the research area. Therefore, this chapter summarizes the structure of the research study presenting the background of the research and its backbone. Moreover, it justifies the need for the research through showing its importance. Then it clarifies the research problem statement highlighting research aims and objectives. Finally, this chapter outlines the scope and the structure of this research thesis to the reader.

1.2 Research Background

The travel and tourism industry is a very important sector in the global economy. Tourism can be a powerful force for developing countries in achieving economic growth (Aniah et al., 2009). The industry has become an important economic activity in a large number of countries (e.g., Williams, 2006) since it can lead to both local and global wealth creation (Seng & Theng, 2015). Tourism contributes about 9% of global GDP or US\$ 7 trillion to the global economy (World Travel and Tourism Council, 2015). But the tourism industry is susceptible to external shocks and global events.

But the industry worldwide has shown resilience to recent external shocks like slow economic growth in advanced economies and geopolitical tensions in several regions. The resilience of the sector is important to tourist countries because of the role it plays in economic growth and development as well as local job creation.

According to the World Travel & Tourism Council (WTTC) the industry worldwide is forecasted to grow at 4 % annually which is faster than industries like financial services, transport and manufacturing (World Travel and Tourism Council, 2015). The resilience of the sector is important to tourist countries because of the role it plays in economic growth and development as well as local job creation. Tourism is picked as an industry that can make a significant contribution to the generic development of the economy. Given Jordan's historical and national heritage attractions, the hospitality industry can play a significant role in the growth process of the country. As leadership is a decisive factor in promoting the development of employees and organizations, management and leadership scholars have long been devoted to the study of effective leadership (Day & Halpin, 2004; GiampetroMeyer, Brown, Browne, & Kubasek, 1998).

Among various leadership styles, authentic leadership is a promising style for the hospitality industry (Brownell, 2010; Jacques, Garger, Lee, & Ko, 2015) because it helps to develop harmonious leader–follower relationships by treating followers with authenticity and promoting followers' self-development (Greenleaf, 1977; Luthans & Avolio, 2003; Sendjaya, Sarros, & Santora, 2008; Van Dierendonck, 2011); this is particularly important in the hospitality industry. Hotel employees face numerous problems including low pay, heavy workload, long and irregular work hours, routine and monotonous jobs, and role stress (Burke, Koyuncu, Fiksenbaum, & Tekin, 2013;

Kusluvan, Kusluvan, Ilham, & Buyruk, 2010), and therefore, they are more likely to expect and seek care and support from leaders. A few hotel chains such as the Ritz-Carlton, Starwood, and White Swan have adopted authentic leadership principles in their corporate philosophies (Ling, Lin, & Wu, 2016).

Numerous traits and attributes of authentic leaders (e.g., integrity, humility, and reliability) have been identified as competencies of hotel managers, and they are widely applied in leadership training and development programs by hotel companies worldwide. Despite the practical significance, few studies focus on the role of authentic leadership in the hospitality industry (Brownell, 2010; Jacques et al., 2015; Ling et al., 2016; L.-Z. Wu, Tse, Fu, Kwan, & Liu, 2013). Employees can engage in negative behaviors such as cynicism, withdrawal, searching for alternative jobs, or incivility, due to poor leadership styles. This research is going to examine the effect of authentic leadership on employee cynicism, workplace incivility, and job search behavior. And it tests the moderating effect of team psychological capital (PsyCap) in the relation between Authentic Leadership(AL) and negative employee outcomes namely; Employee cynicism (EC),Tolerance workplace incivility(TWI) and Job search behavior (JSB).The relationship between study's constructs is explained and justified by using social contagion theory.

1.3 Justification

1.3.1 Why Hotel Industry?

The tourism industry has seen significant growth over the years but there is a lack of empirical studies and literature in this area. The hotel industry is very competitive and employee behavior is a source of competitive advantage and warrants research attention. This area is the focus of the study. There is limited research in Arab

countries that have explored the impact of environmental factors on tourism especially for five star hotels.

This study highlights the importance of factors that influence the behavior of employees in hospitality tourism sector. And also provides empirical evidence of the same. This study also contributes to understanding how hotels especially the 4 & 5 stars hotels function. Hotels are an important section of the tourism sectors and account for about 25% of the generic income from tourism (Al Omari et al., 2015).

Hotels are main source of employment in the sector and account for more than 30% out of the total job incumbency and opportunities that the tourism sector provides (Al Omari et al., 2015). Thus, the hotel industry warrants research attention. This study has focused on five star hotels for the following reasons. Five star hotels are an important segment of the hospitality industry and add a great ratio to the GDP (Rodríguez-Algeciras & Talón-Ballesterro, 2017). Also these hotels contribute the largest share of the total hotel income on account of their unique locations and superior capabilities (Eren et al., 2014).

Apart from this a majority of the hospitality workforce is employed in 4 & 5 star hotels in Jordan. These hotels face a number of operational challenges like high customer expectations, seasonal nature of business, etc. and also human resource problems like high rate of employment turnover, high employee stress, etc. These challenges affect the performance of the hotel. These issues are aggravated by global issues like globalization, increasing customer turnover, growing customer expectations (Sigala, 2005). Thus to deal with these issues the industry needs to ensure satisfied and happy employees so that in turn they can lead to employee

satisfaction. Thus there is a need for academic and practitioner attention on employee behavior in the hotel industry (Burke et al., 2014; Salem, 2015). Thus the five stars Jordanian hotels represent an ideal context for an investigation into the impact of factors like AL, PsyCap on employee outcomes. This research can add significant value to understanding employee behavior in the tourism industry especially the five star hotels. Thus to deal with these issues the industry needs to ensure satisfied and happy employees so that in turn they can lead to employee satisfaction.

Jordan in general and Amman in particular are picked as the geographical area of interest for the following reasons. Jordan has a geostrategic location between turbulent spots like Israel, Iraq and recently, Syria and so this region presents a unique research area (Gray, 2002). With reference to the number of tourists visiting Jordan, the most important destinations are Petra, Jarash and Nebo Mountain with 193764, 116151 and 53869 tourists visiting the respective places till June 2016. Amman has the most number of stays with 208497 nights followed by Aqaba with 168944 nights and Petra with 86297 nights (Statistical Department of Jordan, 2016). Figures indicate that tourist sector receipts was 732.5 million Jordanian Dinars till June 2016. Also a large section of employees are employed in the Amman region (35682) i.e. 71% of the total number of employees in the sector, making it representative of the employees in the region (Statistical Department of Jordan, 2016).

1.3.2 Justification for the Choice of Variables

In this section, we will explain the choice of our variables, especially with reference to hotel industry. In today's highly competitive marketplace, employees are faced with a continuous pressure to perform well in the organizations. Research has shown that immediate bosses play a major role in either engaging or disengaging their

subordinates (Gardner et al., 2011; Hannah & Avolio, 2011). With an increasing trend in unemployment rates, aggravated volume of tasks to be accomplished, and lack of motivation, employees may become disengaged and subsequently display negative behaviors (Zhu et al., 2011). This is particularly relevant to the hotel industry which is marked by unskilled tasks, fierce rivalry, and low wages.

Research has shown that immediate bosses play a major role in either engaging or disengaging their subordinates (e.g., Hannah & Avolio, 2011). In order to keep employees away from negative behaviors such as workplace deviance, emotional exhaustion, burnout, and ill-health, George (2007) argue that authentic leadership might be the most effective leadership style to address these issues and ensure a workplace culture where employees do not engage in counter-productive work behaviors. He suggests that the effects of authentic leadership on some of the employees' outcomes such as well-being, job satisfaction, work happiness, and organizational commitment, have been empirically tested and verified, but still there is a lot to be done in extending this body of knowledge to include other outcomes such as employee burnout and emotional exhaustion.

Hotel employees frequently interact with guests and they have to provide quality services to a diverse nature of guests each of which expects extra-ordinary treatment from hotel staff. The continuous pressure to ensure higher perceived service quality, employees may feel higher levels of emotional labour and thus may engage in negative behaviors such as misbehaving with guests or coworkers, cynical attitude towards others, or disliking current job and searching for new alternative jobs outside the current hotel (Alexandrov, Babakus, & Yavas, 2007). Bosses can play an important role to decrease employee's cynicism and job search behavior but they

should display leadership characteristics where workplace incivility and such negative behaviors are not tolerated. If hotel employees are treated with respect and transparency, they may be less likely displaying negative behaviors (Gatling, Kang & Kim, 2016).

Authentic leadership has not received much attention in the hospitality literature. Nugent and Abolafia (2006) assert that upright, honest, trust-worthy, and cooperative leaders are extremely important for effective functioning in organizations such as hotels where in order to create unique customer experience, employees have to perform tasks that need high levels of interdependence, cooperation, and information sharing to deliver good customer service, and improve service recovery efforts (Alexandrov, Babakus, & Yavas, 2007). Authentic leadership fosters trusting relationship and employees can try out innovative and new ways of doing things due to dynamic nature of the hotel industry as every customer's demands, desires, and satisfaction levels are different (Gatling, Kang & Kim, 2016). Liu et al. (2014) assert that the concept of authentic leadership plays an important role in motivating hotel workers to go beyond the call of duty to serve guests in the best possible way. The level of emotional intelligence to cope with guests' aggressive and rude behavior is paramount for employees to have, and authentic leadership is found to be most effective in enhancing emotional stability and intelligence of followers (Liu et al., 2014; Wu et al., 2016).

The emotional labor, ability to remain calm when customers complain, and extra efforts to make customers feel special from hospitality workers, requires an effective leadership approach such as authentic leadership (Peus et al., 2012). Ling et al. (2016) suggest that hotels should consider selecting or promoting new managers with

characteristics of optimism, integrity, solid ethics, and service orientation. These characteristics win followers' trust and create a positive group climate, which is absolutely necessary to create a great guest experience at hotels.

Authentic leadership exerts a greater effect on employees (e.g., transform employees to grow healthier, wiser, freer, more autonomous, and selfless), which would encourage employees to treat customers more actively and selflessly. It is important for hotels to decrease the prevalence of negative behaviors such as aggression, cynicism, uncivil behaviors, and intent to quit (Wildes, 2007). The reason to control these negative behaviors is that hotel workers are usually involved in continuous interactions with guests and if these behaviors prevail, the quality of service deteriorates, decreasing customer satisfaction, and hence affecting the performance of hotels (Liang, 2012). Through positive means such as collective PsyCap, the negative behaviors can be decreased considerably. In the hospitality literature, Mathe and Scott-Halsell (2012) assert that developing PsyCap through improved workplace perceptions is of critical importance to overcome challenges, such as high turnover, to produce positive results. Therefore in the current thesis, we will look at the moderating role of team PsyCap on the effects of authentic leadership on employee cynicism, tolerance to workplace incivility, and job search behavior.

The critical role that cynicism can play in under-mining hotels' success is beyond any doubt (Liang, 2012). If employees display frustration, disappointing attitudes, and negative behaviors in front of guests, the guest-employee interaction would suffer, and chances of guest becoming unhappy with services would increase. In context of hospitality industry, the dynamic nature of guests makes it even more important to deal with each guest on a personal and unique manner (Bharwani &

Jauhari, 2013). Every guest has his/her own preferences, desires, expectations, needs, wants, experiences, and satisfaction levels. Not every guest wants same set of services while visiting hotels.

Faulkner and Patiar (1997) conducted a study on hotel workers and found that lack of managerial support, poor communication, work overload, a voluminous variety of guests' expectations, and under-evaluation, increase the stress level and cynicism. In another study, Kim et al. (2009) identified that hotel workers need autonomy and empowerment to make decisions and carry out their interactions with the guests, and failure to do so would increase cynicism. They all want to be treated specially and uniquely in order to become happy. In such scenario, the role of employees becomes pivotal in delivering those services to the guests. They can achieve it only if they know how to keep smiles on their face all the time and how to keep their emotions under control even if guests misbehave or become rude to them.

Yang and Mossholder (2010) found that when immediate supervisors show confidence on their subordinates' abilities to deal with customer needs, the hotel workers' negative behaviors drop considerably. Due to a variety of factors contributing to guests' diversity such as ethnicity, culture, education, gender, income, and personality, employees have to be creative and strong in emotional intelligence, to deal with such a diverse group of guests (Bharwani & Jauhari, 2013). We propose that authentic leadership can help employees to deal effectively with cynical behavior. Staff turnover has been an issue for all the industries and hotel industry is no exception. In fact, Hinkin and Tracey (2000) found that one of the highest turnover rates happen to be in hotels. If employees display frustration, disappointing attitudes, and negative behaviors in front of guests, the guest-employee interaction

would suffer, and chances of guest becoming unhappy with services would increase. In such scenario, the role of employees becomes pivotal in delivering those services to the guests.

Later on, studies by Fallon and Rutherford (2010), Yang, Wan, and Fu (2012), and AlBattat et al. (2013) went on to further confirm this trend. The hotel industry is strongly characterized by high turnover and an often repetitive and monotonous work environment along with less technical skills needed to perform daily routine activities make younger workers to search for employment opportunities for the less experienced jobs (DiPietro & Milman, 2004; DiPietro & Pizam, 2008; Mathe, 2011). The likely causes of high turnover identified in these studies were mainly amount of work, high expectations, lack of support from supervisors, job pressure, physical demands of the job, lack of corporate social responsibility, lack of developmental opportunities, and poor fringe benefits (While et al., 2001). However, poor supervision and lack of genuine leadership skills in immediate bosses were the most discussed causes of high turnover rates in hospitality industry (Bharwani & Jauhari, 2013; Yang, Wan, & Fu, 2012). Immediate bosses were found to be dishonest and insincere with their followers.

We may argue that authentic leaders due to traits of honesty, loyalty, respect, sincerity, commitment, transparency, self-regulation, developmental orientation, openness, and propensity to delegate powers, may be able to decrease the potential major causes of intent to turnover, as well as actual turnover (Fallon & Rutherford, 2010). Employees sense greater respect, recognition, self-development opportunities, and decision making, making them feel better and accomplished in their current jobs, therefore, showing less intent to turnover (AlBattat et al., 2013).

1.4 Research Area

1.4.1 Background of Jordan

Jordan is a small land locked country in the Middle-East region. As seen in Figure 1 it shares its borders with Saudi Arabia in the south, Syria in the north, Iraq and Saudi Arabia in the east and the West Bank and Israel in the west. Most of the country area is desert, with nearly half of Jordan being part of the Arabian Desert. Climatically, Jordan has a combination of Mediterranean and dry desert climates (Twaissi, 2008). Western and northern Jordan has typical Mediterranean climates. In general, the weather is warm and dry in the summers and mild and wet in the winters. On average, the temperatures in Jordan vary from 12 to 25 degree Celsius. In summers the temperatures reach the 40s in desert areas (Twaissi, 2008). The annual rainfall averages range from 50 mm in the desert to 800 mm in the northern hills (Twaissi, 2008).

During the past decades, the tourism industry has become one of the most important players of economies worldwide, with the Middle East among the fastest growing regions. Tourism is a key driver of Jordan's economy; currently it is the single largest employer. This important industry has many infrastructures and service institutions in its category among which the most important infrastructure is the hotel industry (Al Khattab et al., 2011). Under keen competition in the tourist hotel industry, how employees offer the best service to customers has become the most important issue for hotel administrators (Tsaur et al., 2004). Hotels firms need to instill the right working environment for employees since they are at the heart of effective service recovery efforts (Tax et al., 1998).



Figure 1: Jordan Map
Source: lonleyplanet.com

1.4.2 Jordan Economy

Jordan's economy is the smallest in the Middle East and has been categorized as an "Upper middle income country" by the World Bank (2014). Nevertheless, its economy faces problems like poverty, unemployment and inflation (AlAbabneh 2011). These problems are made severe by factors like insufficient supply of water that creates a deficit of agricultural and industrial products for export. Also Jordan depends heavily on imported oil for energy (International Monetary Fund, 2013). Apart from these, several external events e.g. the Arab-Israeli conflict 1948-1973, Gulf War 1990, Iraq War 2003 and Arab Spring 2011 have also affected Jordan's economy.

1.4.3 Hospitality Industry in Jordan

The hospitality industry includes products like hotels, tourist attractions; cultural attractions and also the food industry (Fischer et al., 2009). The tourism industry also includes aspects like travel trade, adventure tourism, accommodation, transportation, etc. (Seng, 2015). The industry is labor-intensive and can create employment for locals especially for marginalized labor. Tourism is one of the largest global industries and generates income and employment in countries and Jordan is one such country. Tourism is also an economic driver in Jordan. The World Travel & Tourism Council (2015) reported that travel and tourism directly contribute about 4.7 percent to the GDP and indirectly about 23 percent to the GDP. Also it contributes 5.1 percent to the employment and visitor exports were 34.4% of the total exports. It generates foreign exchange which can resolve its balance of payment issue (Al-Ababneh, 2011).

Tourism is an important industry in Jordan. The importance of the industry can be gauged by the fact that Jordan's vision for 2020 aims for an inclusive, world class tourism industry that can become a major contributor to the economic development of the country (USAID, 2006). Jordan ranks 77th in the world in the Travel & Tourism Competitiveness Index Ranking 2015 and 8th in the Middle East and North Africa region (Crotti & Misrahi, 2015). In 2014, the Middle East saw 54 million tourists and the projections for 2016 are slated for positive growth of 2 to 5 percent (UNWTO 2016). Jordan has developed as a reputed destination brand and British and Swedish travelers have strong awareness of Jordan as a tourist industry (Harahsheh, 2009).

Major countries targeted for visitor arrivals are Arab countries, Europe, Russia, USA, India and Indonesia (MOTA, 2015). Tourist arrivals in Jordan averaged 694.19 thousand from 2002 until 2016, reaching an all-time high of 1680.70 thousand in July of 2010 and a record low of 257.10 thousand in April of 2003. Tourist arrivals in Jordan decreased to 614.90 thousand in September from 629.30 thousand in August of 2016 (MOTA, 2016). According to the Ministry of Tourism and Antiquities of Jordan (2012), the tourism sector is considered to be one of the major labor force operators in Jordan — providing new job vacancies that have caused employment in the sector to increase from around 23,000 workers in 2004 to 34,500 in 2007. The tourism industry in Jordan includes an array of suppliers of tourism products and services, such as hotels, restaurants, and travel agencies. Each of these suppliers relies on local providers such as travel guides to meet the dynamic needs of foreign and/or domestic tourists.

Today, the emphasis of the Ministry of Tourism and Antiquities is limited to physical development of tourism, such as accommodation and resorts, but does not address actual development of institutional and work environment. Many jobs in the tourism sector suffer the absence of a tourism legislation that would regulate and monitor work conditions (Aloudat, 2010). There are a number of places of tourist interest in Jordan. Tourism resources in Jordan can be broadly categorized as Natural Resources, Cultural Resources and Therapeutic resources. Natural resources include land and sea scape which include Aqaba, Wadi, Rum and other reserves. Cultural resources include historic sites such as; Mount Nebo, the Baptism Site (i.e. Al-Maghtas) and some of Islamic shrines; have a significant importance for the religious tourism sector in Jordan (Bader 2012; MOTA 2013).

UNESCO has also recognized four world heritage sites; both 'Petra' and 'Quseir Amra' in 1985, 'Um er-Rasas' (i.e. Kastrom Mefa'a) in 2004 and 'Wadi Rum Protected Area' in 2011 (UNESCO 2014). Therapeutic resources include the Dead Sea and other waterfall and hot springs. Jordan is also an emerging medical tourism destination in the Middle East (Harahsheh, 2002; Medical Tourism Corporation, 2014).

1.4.4 Challenges for Tourism in Jordan

In order to increase tourism Jordan needs to needs a marketing strategy as a safe, secure and sustainable destination (MOTA 2011). Some of the slogans in use include "a non-stop thrill ride", "delve into an antique land", "an extraordinary world of nature treasures", (JTB 2015) and the focus has been on recreation, heritage, adventure and leisure. Some stakeholders think another way is to offer scholarships and management training in tourism or also afford more financial access to of small and medium businesses (Fischer et al. 2009).

Success of tourism in Jordan depends on the political stability of the country, the pleasant climate throughout the year and the openness of the population to tourism and tourists (Abu Al Haija 2011). All of these factors have contributed to the recovery of the industry after the 2005 hotel attacks in Amman (Rosenberg and Choufany 2009) and the 2009 global economic crisis (MOTA 2010). Despite this the growth in Jordan's tourism is slower as compared to the growth of tourism in other countries in the region. In order to increase tourism Jordan needs to needs a marketing strategy as a safe, secure and sustainable destination.

The political atmosphere of the region affects the tourism in the region and so the number of tourists fluctuates depending on the conflicts in the region. There are also

some workforce challenges the industry faces like the shortage of skilled employees in terms of communication, customer care as well as marketing (Fischer et al. 2009). Some stakeholders think another way is to offer scholarships and management training in tourism or also afford more financial access to of small and medium businesses.

1.4.5 Hotel Industry in Jordan

A hotel can be defined as a place for boarding and lodging. Hotels serve different purposes some hotels are located in the city and can meet a traveler's business as well as leisure needs. Hotels could be economy, mid-scale, luxury, business, suites or residential. Hotels can be categorized in star categories based on a widely accepted international system of classification. The categories range from one star to five stars based in the type of facilities and services provided. In Jordan the 5 star hotels are the large hotels and include local as well as international brands like Four Seasons, Holiday Inn, etc.

The tourism statistics indicate that in 2013 there were 229 classified hotels, with 31 five-star hotels, 29 four-star hotels, 55 three-star hotels, 58 two-star hotels, and 56 one star hotels (MOTA, 2016). The tourism statistics indicate that till mid 2016 there were 245 classified hotels, with 32 five-star hotels, 31 four-star hotels, 56 three-star hotels, 62 two-star hotels, and 64 one star hotels (MOTA, 2016). The total number of rooms in these hotels was 19,456, with a total of 36,311 beds which made up more than 54% of the total number of available beds in the country (MOTA, 2016).

The total number of employees in the hotel industry in 2016 was 19,054 of which about 84% were working in the classified hotels. The second group is the apartments and the suites which are classified as a mid-size family business. There were 123

apartments and 42 suites in 2016 (MOTA, 2016). These apartments and suites include 5,595 rooms and 10,760 beds (MOTA, 2016). Around 649 employees were working in the apartments sector which accounted for just 3.5% of the total Jordanian hotel workforce (MOTA, 2016). The third group is the unclassified hotels which represents an important sector for internal tourism in the hotel industry (see table1 at Appendix B).

There were 125 unclassified hotels, 3 hostels, one motel, and 19 campsites (MOTA, 2016). The total number of rooms and beds in this sector are 2613, and 5857 respectively (MOTA, 2016). The total number of workers in unclassified accommodation establishments is 508, which consists of 2.6% of the total Jordanian hotel workforce (MOTA, 2016). There are a number of institutions that provide support for the tourism and hospitality clusters. Of these, the Ministry of Tourism and Antiquities (MOTA, 2016) established in 1988 and the Jordan Tourism Board (JTB) which established in 1998 are the most influential (Fischer et al. 2009). Post 2004, the MOTA has played an important role in formulation of the national tourism strategy which has begun to focus on high end tourists and also promotes Jordan as a place for adventure tourism, ecotourism, leisure and wellness tourism and religious tourism (Fischer et al., 2009). Around 649 employees were working in the apartments sector which accounted for just 3.5% of the total Jordanian hotel workforce.

The JTB is a public-private sector partnership established to utilize marketing strategies to brand, position and promote the Jordan tourism as the destination of choice among international tourists. It makes various publications and promotional materials on Jordan that is sent to different countries in different languages through

different media sources. Also another institution is the Jordan Hotel Association (JHA), a non-profit association that supports hospitality clusters.

Jordan Hotel Association represents the hotel industry throughout Jordan and currently represents more than 512 classified and unclassified hotels throughout Jordan (JHA 2014). It also promotes cooperation among hoteliers and helps members adhere to international standards. It makes various publications and promotional materials on Jordan that is sent to different countries in different languages through different media sources.

1.4.6 Employees in the Hotel Industry in Jordan

The hotel industry is an important segment of the tourism sector. It is one of the fastest growing industries in Jordan (Al-Refaie, 2015). It employs about 37% of the employees of the total workforce in the tourism industry. As seen in the table below, the number of employees in the hospitality industry till March 2016 was 19,058 of this 11,560 work in Amman, 2,753 in Aqaba, 2,873 in the Dead Sea and 1,164 work in Petra. Jordanian nationals made up the majority of the hospitality industry workforce (89%) against to 12% for non-Jordanians. Table 2 in (Appendix B) shows the number of Hotel, Apartments & Others, Rooms, Beds & Number of Employees Distributed by Nationality & Classification, 2015).

The hotel industry is growing at a fast pace but it faces significant challenges on account of the turbulent and ever changing external environment (Al-Refaie, 2015). Also the tourism sector in Jordan functions in a tight labor market because it needs to compete with other industries for qualified workforce. The tourism industry's effort to attract workers is constrained by its poor image as well as a general lack of understanding about jobs and careers in the industry. Awareness and positive

attitudes can help improve the image of the sector and this could lead to more people taking up jobs in the sector to alleviate existing labor shortages (NTS2011-2015).

1.5 Problem Statement

Due to increasing work-loads, inflexible working hours, and low wages, hotel employees might engage into negative behaviors such as cynicism, incivility, rudeness, burnout, and searching for alternative jobs. These behaviors often take subtle forms such as receiving little attention to one's ideas and being a target of demeaning remarks. Low-intensity mistreatment that violates norms for mutual respect at work often carries ambiguous intent; it may not necessarily be malicious or intentional on the part of the perpetrator. Despite the subtle nature of these behaviors, they can harm targets and their organizations. Empirical evidence suggests that employee cynicism, rudeness, and tolerance to uncivil practices can harm the organization's bottom line given its negative relations with employee job satisfaction, work effort, motivation, creativity, commitment, and performance (e.g., King et al., 2011; Porath & Pearson, 2013). Organizations do face these challenges and they need to employ leadership styles that can decrease these negative behaviors among employees. Leadership is critical to deal effectively with such negative behaviors as leaders at all organizational levels may influence behavioral norms that guide appropriate conduct (Cooper-Thomas et al., 2013). For example, such leader behaviors as motivating followers to pursue collective over individual interests and promoting appropriate conduct among employees may shape individuals' perceptions that respect is valued and supported, which may lower workplace incivility cynicism, and burnout. Authentic leadership describes a positive, ethical leadership style characterized by high levels of self-awareness, being transparent with others, demonstrating consistency between one's actions and internal morals

and values, and valuing others' perspectives when making decisions. Authentic leaders are genuinely interested in self-improvement and self-growth, as well as the growth and development of followers. Research has also linked authentic leadership to lower levels of workplace bullying, incivility, and burnout among hotel employees. Together, these studies provide support for the role that authentic leaders play in shaping workplace conditions that influence employees' experiences at work. Therefore, this study is going to highlight the importance of authentic leadership in curbing employee cynicism, job search behavior, and tolerance to workplace incivility. The current study answers the call by Dawkins et al. (2015) for more empirical research on alternative forms of collective PsyCap (i.e. team PsyCap as Moderator). It attempts to establish the validity for the first time in Middle Eastern context of a proposed alternative conceptualization of collective PsyCap, called "team PsyCap" and authentic leadership as well.

1.6 Research Purpose

This study will suggest a model that tests the moderating effect of team psychological capital (PsyCap) in the relation between Authentic Leadership(AL) and negative employee outcomes namely; Employee cynicism (EC),Tolerance workplace incivility(TWI) and Job search behaviour (JSB). The relationship between study's constructs is explained and justified by using social contagion theory.

1.7 Research Question

This study endeavors to answer the main following question:

"Can the dynamics of AL and team PsyCap - as they advance a social context reduce the perceptions of Tolerance workplace incivility, Employee cynicism and job search behavior through some form of contagion influence in the hospitality industry?"

1.8 Research Contributions to Existing Knowledge

This thesis contributes to current knowledge on the field of organizational behavior by addressing [relatively] several untapped issues. First, despite of the fact that, authentic leadership (AL) considered as, “A root construct”, which underlies all positive forms of leadership (Avolio and Gardner, 2005, p.315). In addition to that AL is “A leadership multiplier”, in that the interventions that are made by the Authentic Leader are received more favorably by their followers and therefore their outcomes are more influential as the resultant impact is increased, (Chan et al. 2005). However, there is as yet, little empirical evidence to support these propositions (Avolio, 2007; Gardner et al. 2011).

Second, Psychological capital (PsyCap) is a concept which is not “[...] yet widely accepted or utilized in practice” (Mills et al., 2013, p. 160). There is a need for investigating PsyCap in different cultural settings (Choi & Lee, 2014; Nguyen & Nguyen, 2012 and (in Hospitality in Particular Karatepe & Karadse, 2015). As Wernsing (2014) stated, the measurement invariance and equivalence across cultures is questionable. So Jordan in general and Amman in particular were chosen as the area of interest for its Geo-strategic location among the turbulent spots in the Middle Eastern countries (Gray, 2002; Al-Refaie, 2015) like Iraq and Syria.

There are only a handful of studies that have looked at collective PsyCap (Peterson, & Zhang, 2011). Additionally, Previous conceptual work has emphasized the role of authentic leaders in creating such psychological capital in themselves and their followers to achieve desired outcomes (e.g., Avolio & Luthans, 2006; Kark & Van Dijk, 2007; Luthans & Avolio, 2003). Despite these suggestions, to date “there has

been no real attempt to fully integrate these related notions'' of authentic leadership and psychological capital (Yammarino et al., 2008, p. 2). This is even more the case at the group level of analysis (Kark & Van Dijk, 2007).

Third, to date, a few studies have measured the response of an organization to incivility in workplace or how employee perceive their organization's response to a complain report (i.e. TWI Loi et al.,2015 and Abubakar et al.,2017).

As Sguera et al.,2016 stated : "Surprisingly, despite the spread of incivility and its negative consequences, we know very little about effective organizational responses to this phenomenon from a victim's perspective..... research has [only]proposed strategies to reduce workplace incivility relying on means such as zero-tolerance expectations, teaching about incivility and civility" (P 124). This study begins to fill this gap.

Fourth, it is important to study JSB because it can predict voluntary turnover (Blau, 1994). Job search behavior can induce withdrawal behavior and reduce commitment to the organization.Morgeson & Nahrgang (2005) showed that the positive climate created by the leader makes employees feel secure and confident, and consequently increases the feeling of belongingness to the work.

Fifth, Social contagion theory has received increased research attention and has even been applied in different disciplines and various situations (Levy & Nail, 1993; Pastor & Mayo, 1994; Brett & Stroth, 2003; Luthans, Norman, & Hughes, 2006; Dawkins et al., 2015).However, there is no yet attempt to utilize it in hospitality industry .The current research fills this gap.

Lastly, despite calls for multi-level PsyCap research, there has been no exploration of how team-level PsyCap may be associated with individual level outcome (Dawkins,2015), including namely; Employee cynicism. Tolerance workplace incivility and Job search behaviour .As stated by Youssef and Luthans(2011): "Levels of analysis need to also be carefully considered ... considerable cross level potential is still untapped ... research should take into account not only the co-presence of various levels of analysis but also interaction across the levels" (p 358).

1.9 Research Objectives

The purpose of this thesis is to examine the effect of authentic leadership on employee cynicism, tolerance to workplace incivility, and job search behavior and also to explore the moderating role of collective psychological capital on these relationships.

The objectives of this study are as follows:

- To examine the relationship between authentic leadership and employee cynicism in the hotel industry.
- To examine the relationship between authentic leadership and tolerance to workplace incivility in the hotel industry.
- To examine the relationship between authentic leadership and job search behavior of employees in the hotel industry.
- To determine the moderating role of team psychological capital on the relationship between authentic leadership and employee cynicism.
- To determine the moderating role of team psychological capital on the relationship between authentic leadership and tolerance to workplace incivility.
- To determine the moderating role of team psychological capital on the relationship between authentic leadership and employee job search behavior.

1.10 The Structure of the Thesis

The research plan is presented as follows. Chapter Two provides the literature review and hypotheses for this dissertation. The literature review includes a review of empirical and theoretical work that supports the hypotheses developed as part of this study and that are represented in the theoretical model. Chapter Three outlines the methods that will be used to test the hypotheses presented in Chapter Two. The methods outlined in Chapter Three include the study design, sample, procedures for data collection, and measures used to operationalize the constructs in this study. In Chapter Four, descriptive statistics for the independent, dependent, and control variables are presented, and the results of the empirical hypothesis tests for this study

are presented. Finally, a discussion of the findings, strengths and limitations of the study, and directions for future research are presented in Chapter Five.

Chapter 2

LITERATURE REVIEW

2.1 Introduction

In this chapter, the discussion of the variables will include a review of the existing literature on the five main variables of the study, namely, authentic leadership, employee cynicism, tolerance workplace incivility, job search behavior, and team psychological capital. At first, authentic leadership will be discussed in detail, followed by three outcome variables (employee cynicism, tolerance to workplace incivility, job search behavior), and lastly, team PsyCap variable will be discussed. For each variable, the definition and history of the construct is provided. Furthermore, a review of the antecedents and consequences of the respective variables will be presented. There are six hypotheses in this study and theoretical reasoning of each hypothesis will be presented in detail. This will include a detailed reflection on the empirical research that has been conducted on the variables in the study in order to provide theoretical grounding for the proposed relationships between these variables. We will start with the justification of the relationship between authentic leadership and employee cynicism, followed by exploring the effect of authentic leadership on tolerance to workplace incivility and job search behavior, respectively. At the end, the moderating role of team PsyCap on these relationships will be dwelled upon in detail.

2.2 Authentic Leadership

2.2.1 Introduction

Leadership research has increased remarkably over the last several decades (Hunt, Osborn, & Boal, 2009). Studies demonstrate that leadership effectiveness predicts a variety of important employee and organizational outcomes (Gatling, 2014; Jacques et al., 2015). Leadership style plays a pivotal role when it comes to influencing followers' attitudes and behaviors. It refers to the way leaders behave, motivate others, set personal example, interact and communicate with followers, and make decisions. Research shows that the effects of many leadership styles on employee outcomes have been empirically investigated such as transformational and transactional, empowering, spiritual, moral, ethical, and charismatic leaderships.

Transformational leaders who have been found to be most effective in motivating followers to perform beyond expectations do it through individualized care, intellectual stimulation, passionate vision, inspiration, and personal role-model (Bass, 1999). However, despite being considered as an effective leadership style, some shortcomings were found in transformational leadership approach (Conger, 1999), suggesting introduction of new leadership styles. The afore-mentioned leadership styles have been found to give contradictory results when empirically tested with various employees' outcomes and hence their effectiveness lacked in some situations (e.g., DuBrin, 2015; Engelen, Gupta, Strenger, & Brettel, 2015; Gu, Tang, & Jiang, 2015; Xue, Bradley, & Liang, 2011; Walumbwa, Hartnell, & Oke, 2010; Zhang & Bartol, 2010). Leadership style plays a pivotal role when it comes to influencing followers' attitudes and behaviors.

However, despite a variety of leadership styles and behaviors encompassed in these styles, some effective leaders found recently, cannot be placed under any of the existing leadership styles (Jacques et al., 2015: 391). So, as a result, another effective leadership style labeled as authentic leadership was introduced (Avolio, Gardner, Walumbwa, & May, 2004). What was lacking in previous leadership styles was a call for being high in credibility, integrity, accountability, and character; all of which were a part of authentic leader (Avolio & Gardner, 2005). The central components of authentic leadership are ethics, morality, self-awareness, self-development as well as development of followers to become authentic leaders themselves, integrity, and credibility, which were only touched on in the previous leadership styles (Walumbwa et al., 2008).

2.2.2 The History of Authentic Leadership

The history of the notion of personal authenticity can be traced back to ancient Greek philosophy as revealed in expressions such as “know thyself” and “to thine own self be true” through twentieth century modernism and then on to post-modernistic questioning of whether authenticity can even exist in the current era of multiplicity. In order to understand authentic leadership, first our emphasis is on what exactly is authenticity? Avolio and Gardner (2005) define authenticity as an individual’s emotions, thoughts, needs, beliefs, or preferences, in accordance with his/her personal experiences and true self. Individuals’ behaviors are motivated by internal values and beliefs. They do not find extrinsic motivators such as rewards, punishments, consequences, or threats as the drivers of their actions and conducts (Avolio et al., 2004).

Walumbwa et al. (2008) propose that an inherent moral component is included in traditional conceptualizations of authentic leadership with a focus on high levels of

emotional, cognitive, and moral development. Authenticity is regarded as acting according to one's true-self and owning what one has experienced personally (Harter, 2002). Cameron et al. (2003) propose that authenticity is going to be one of the most important traits of managers to make employees feel safe, secure, and meaningful, in modern times where environments have become more and more dynamic and challenging. Employees have to deal with a lot of stresses such as continuous pressure to perform better leading to emotional exhaustion, balance family and work lives, nepotism, lack of justice and trust, unheard grievances, and loss of interest in jobs due to deterioration of job meaningfulness (Karatepe & Tekinkus, 2006). In such situations, it is highly probable that employees would start engaging in negative behaviors such as deviance, burnout, workplace incivility, cynicism, turnover, and unethical practices.

There is enough evidence to believe that leaders and immediate bosses are the major cause of employees' negative behaviors (e.g., Dasborough, 2006; Erkutlu & Chafra, 2006). So, to address this paradoxical situation, leaders with transparent intentions, thinking about others instead of being self-centered, and communicating and linking their espoused actions and behaviors with those of followers' values and behaviors, are going to make an impact. To sum it up, authentic leadership converges transformational leadership and ethical leadership into its core components (Luthans & Avolio, 2003). When we look at the leadership literature, we realize that authentic leadership is relatively a new concept that has gained both notoriety and popularity. Authentic leadership is still in its infancy and despite theoretical reasoning of the critical role that it might play in influencing followers' behaviors, little empirical support exists for its effects. It is distinct from other traditional styles of leadership due to the fact that authentic leaders set high moral grounds and behave in ethical

and genuine manner to influence followers' behaviors (Walumbwa et al., 2008). Thus, it is argued to be a positive form of leadership. Moreover, researchers and practitioners are skeptical about the value that can be added by promoting authentic leadership in a highly saturated existing leadership styles. Nevertheless, recent literature has found that in order to promote dynamic interactions among employees and provide visionary guidelines to the organization, an effective leadership style such as authentic leadership is pivotal (e.g., Leroy, Anseel, Gardner, & Sels, 2015).

2.2.3 Definitions of Authentic Leadership

In order to make a difference, authentic leaders are genuinely guided by qualities of the heart, passion and compassion and they empower people to perform beyond expectations (George, 2003). Authentic leaders foster positive self-development through highly developed organizational context and positive psychological capacities. Followers believe and trust their leaders when they display strong character, integrity, and authenticity, and in return, they are willing to go beyond what is expected from them in the form of organizational citizenship behaviors (Yeşilkaya & Aydın, 2016) and creative process engagements (Luthans & Avolio, 2003, p. 243). There have been a lot of definitions of authentic leaderships, but Northouse's (2010) definitions of authentic leadership taking into account three different perspectives (Intrapersonal, interpersonal and developmental), have been most comprehensive of all.

Intrapersonal definitions focus on the leader (Shamir & Eilam, 2005) and suggest that authentic leaders have highly developed systems of self-regulation and self-knowledge. They do not exaggerate or over-estimate about themselves. They feel that in order to be effective, first of all, they must know who they are, what are their values, and how to behave in accordance with those core values? Shamir and Eilam

(2005) describe that the most important core values of authentic leaders are integrity, fairness, emotional intelligence, trustworthiness, accountability, loyalty, respect, self-awareness, responsibility, and self-certainty.

Interpersonal definitions emphasize on the interactional aspect of authentic leaders by virtue of which they communicate with followers. This definition highlights that authentic leaders help to build trust, hope, confidence, self-efficacy, and interpersonal harmony, besides being optimistic and hopeful in their personal lives (Avolio et al., 2004). They motivate followers to display positive attitudes and behaviors through personal and social exchanges, norm of reciprocity, positive modeling, and emotional contagion (Avolio & Gardner, 2005). However, to make authentic leadership effective, followers' own values, beliefs, and aspirations should align with their respective authentic leaders' values and beliefs (Northouse, 2010).

Developmental definitions claim that leadership is a process that can be learnt and so authentic leaders can be developed by incorporating both intrapersonal characteristics and interpersonal behaviors into their personalities. Available literature asserts that leadership is an activity and leaders do not develop in a day but daily. Skills such as self-awareness, balanced processing, internalized moral, and relational transparency can be taught to individuals through trainings and active learning orientations (Avolio & Gardner, 2005).

There is no concrete and agreed upon definition of authentic leadership (Cooper, Scandura, & Schriesheim, 2005), but mostly scholars agree on conceptualization of authentic leadership by Avolio, Luthans, and Walumbwa (2004). According to them, authentic leaders possess high level of self-awareness about their own thoughts,

values, beliefs, actions, and behaviors, as well as the context in which they operate; know how they perceive others' and others perceive their knowledge, values/moral perspectives, and strengths; and display high levels of hope, optimism, resilience, confidence, and moral character (p. 4).

To sum it up, Avolio and Gardner (2005) succinctly consider authentic leadership as a positive form of leadership that can influence employees' behaviors through aforementioned traits. From a theoretical perspective, however, the most recent definition of authentic leadership that best captures intrapersonal, interpersonal, and development approaches is that of Walumbwa, et al., (2008, p. 94) that comprehensively defined authentic leadership as "a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, and balanced processing of information. Authentic leadership highlights the ethical and moral component of behavior by encouraging individuals' positive psychological potentials, self-discovery, and inspirations (Lopez et al., 2015: 59). It is manifested through promotion of positive ethical climate, self-awareness, balanced processing of information, internalized moral perspective, and self-development by means of relational transparency (Avolio et al., 2005: 321; Gatling, 2014:28; Ilies et al., 2005:374). Authentic leadership highlights the ethical and moral component of behavior.

2.2.4 Components of Authentic Leadership

The four components of authentic leadership are briefly elaborated below.

2.2.4.1 Self-awareness

Leader self-awareness is the most easily agreed upon dimension, explicitly supported by Kernis (2003), Cooper et al. (2005), Walumbwa et al. (2008) to name only a few.

Self-awareness refers to a person's awareness of and confidence in, his/her personal beliefs, values, feelings, characteristics, motives, and cognitions (Ilies, Morgeson & Nahrgang, 2005; Tondock, 2015:11). A self-aware individual may possess detailed knowledge of his/her inherent differing self-aspects and the role that these contradictory aspects can play in shaping his feelings, thoughts, actions, and behaviors. Self-awareness is a continuous process by which individuals gradually understand their unique knowledge, abilities, and experiences (Avolio & Gardner, 2005). Another important aspect of authentic leaders is that when they become aware of their own selves, they share and communicate their values to their followers. If followers do not know the core values and beliefs of their leaders, they would be directionless and hence act accordingly (Goffee & Jones, 2006).

2.2.4.2 Balanced Processing

Balanced or unbiased processing is about objectively analyzing all relevant data before coming to a decision (Kernis, 2003:14). It refers to a behavior that is less susceptible to distortions, denials, and exaggeration (Walumbwa et al., 2008). Kernis (2003) states that balanced processing refers to a leader's behavior that is less vulnerable to denials, distortions, and exaggeration.

Kernis (2003) assert that although authentic leaders gain self-awareness by a self-reflective process, either through internal introspection or external evaluations, but they do not exaggerate, distort, deny, or ignore any information. They are open to criticism and therefore would react to both positive and negative interpretations about themselves and their leadership styles in fair, just, and impartial manner. Research shows that majority of individual either over-estimate or under-estimate about their personality traits (Leroy, Anseel, Gardner, & Sels, 2015). A realistic and critical analysis of oneself is often exaggerated due to our tendency to hide

weaknesses. This is particularly relevant in other leadership styles and the dynamics of the current world, where leaders have been trained to hide negative information about their actions (Goffee & Jones, 2006).

2.2.4.3 Self-regulation (Moral/Ethics or Internalized Moral Perspective)

Self-regulation is the process through which authentic leaders align their values with their intentions and actions. An internalized moral perspective refers to an internalized and integrated form of self-regulation (Zhu et al., 2015, p. 86). This process involves establishing congruence between leader's internal standards and anticipated outcomes and is distinct from self-monitoring or impression management (Gardner, Avolio, Luthans, May & Walumbwa, 2005). Self-regulation helps authentic leaders to make their values, goals, and motives transparent to followers and avoid any confusion or conflict by meaning what they say and saying what they mean (Novicevics, Harvey, Buckley, & Brown, 2006). As such, followers also become clear about their roles and responsibilities due to a shared understanding of their leaders' goals and motives (Goffee & Jones, 2006).

2.2.4.4 Relational transparency

Relational transparency refers to presenting one's authentic self (as opposed to a fake or distorted self) with others to promote trust through disclosures by sharing information and expressions of one's true thoughts and feelings while trying to minimize displays of inappropriate emotions (Gardner et al., 2005; Walumbwa *et al.*, 2008). It facilitates learning as leaders show willingness to hold themselves open for inspection and feedback. They remain transparent in their dealings with followers and disclose their true selves to the followers which would build trust, intimacy, cooperation, and enhanced performance by going beyond the call of duty (Gardner et

al., 2005). As such, followers also become clear about their roles and responsibilities due to a shared understanding of their leaders' goals and motives and establishing congruency between leader's internal standards and anticipated outcomes and is distinct from self-monitoring or impression management.

2.2.5 The Characteristics and Attributes of Authentic Leaders

An extensive literature review revealed that the theoretical list of authentic leader attributes is long and varied. It seems that every writer on the subject of authentic leadership has their own opinion as to the characteristics that authentic leaders exhibit. However, as with Trait theory, whilst there are some overlaps and consistencies, there is no universally agreed list of characteristics or attributes which all authentic leaders can be said to possess. This is another criticism of the Authentic Leadership concept. By using real leaders to attempt to identify the factor structure which underpins the Authentic Leadership construct and the cognitive, emotional and behavioral traits which are associated with it.

Authentic Leaders are committed to their own personal development and the development of their followers (Leroy, Anseel, Gardner, & Sels, 2015). They have high levels of emotional intelligence, moral integrity, moral courage and moral resilience and maintain their sense of self regardless of the situation or environment, (see Luthans & Avolio, 2003; May et al. 2003; Chan et al. 2005; Cooper et al. 2005; Eigel & Kuhnert, 2005; Gardner et al. 2005; Shamir & Eilam, 2005; Klenke, 2005; Ilies, 2005; Novicevic et al. 2006; Lagan, 2007; Avolio, 2007; Avolio & Chan, 2008; Garger, 2008 and Walumbwa et al. 2008; and Gardner et al. 2011). In summary, the literature review revealed that authentic leaders are posited to know their core beliefs and values and use these to make informed decisions about what 'the right thing to do' is at any given time (Walumbwa et al., 2008).

They are meta-cognitively aware; they know how they and others think and they use this information to take a multi-perspective approach to problem-solving and ethical and moral decision-making (Gardner et al., 2005). They use their meta-cognitive awareness to understand themselves better and to self-regulate their subsequent behaviors. The presence of accurate self-awareness is one of the very few characteristics of Authentic Leaders that all writers on the subject seem to agree upon. Humility and modesty are two of the critical characteristics of ethical leaders, (Treviño et al. 2003). These characteristics are also found in those people identified by Jim Collins as ‘Level 5 Leaders’, who exhibit both a moral capacity and a combination of cognitive and behavioral traits that enable the organizations under their leadership to consistently out-perform their competitors, (Collins, 2001 & Verbos et al. 2007).

May et al. (2003), p.248, suggest that Authentic Leaders, “Exhibit a higher moral capacity to judge dilemmas from different angles and are able to take into consideration different stakeholder needs”. They therefore posit authentic leadership firmly within the Stoic position, and add a multi-perspective, ‘meta’ dimensionality to it, specifically regarding the solving of complex moral dilemmas. Schulman, (2002), suggests that when we live up to our own and others’ ethical standards, we experience positive emotions relating to a sense of personal integrity and wholeness, i.e. an Aristotelian eudaemonic state, combined with a lack of cognitive dissonance. This notion of dissonance is consistent with Shamir & Eilam’s (2005) description of the requirement for Authentic Leaders to evidentially display a lack of leadership dissonance in the inherent congruity between their espoused leadership beliefs and their subsequent actions.

Morals and ethics are our principles, which guide our subsequent behaviors. They are the personal standards of conduct which relate to our abiding sense of right and wrong, and as such link directly to our own beliefs and value systems and sense of self. Morals provide the praxis which links our cognitions and our actions; our thoughts to our resultant behaviors. However, Authentic Leadership necessitates considerably more than just simply having a genuine sense of self and supporting genuinely held beliefs, “Authentic leaders possess the moral courage to act consistently with their beliefs when dealing with difficult moral issues. This courage to act in accord with deeply held values is what distinguishes ethical leaders from simply decent people”, Verbos et al. (2007, p.23). This is another criticism of the Authentic Leadership concept.

By using real leaders to attempt to identify the factor structure which underpins the Authentic Leadership construct and the cognitive, emotional and behavioral traits which are associated with it, a significant contribution to the epistemological knowledge surrounding Authentic Leadership will have been made.

2.3 Employee Cynicism

The changing dynamics of organizations and work environments have resulted in an increase in employee cynicism and mistrust (Pate et al., 2000). According to Polatcan and Titrek (2014), cynicism refers to an individual’s distrust of organizations, leaders, and other things at the workplace, as well as, an inclination towards negative attitudes of contempt, disbelief, pessimism, skepticism, frustration, suspiciousness, hopelessness, and disillusionment. When employees believe that the organizations lack integrity, they tend to engage in negative behaviors (Polatcan & Titrek, 2014). Erdost et al. (2007) suggest that opportunistic behaviors, upholding personal

interests, work intensification, lack of justice and support, and ineffective leadership and management, contribute to beliefs of being frustrated and disillusioned in the organizations. Research shows that employees engage in cynicism when they are highly stressed out due to their jobs (e.g., Polatcan & Titrek, 2014).

In today's world, long working hours, work-family conflicts, higher expectations from the managers as well as organizations, all contribute to making employees feel emotional exhaustion, and psychological syndrome of burnout (Maslach & Leiter, 2005). Among many factors highlighted in the literature that can be associated with cynicism, leadership plays a critical role (Tokgöz & Yılmaz, 2008).

Leaders, being the immediate bosses, are responsible to make their followers feel safe and hopeful, even in turbulent environments. The role of management is to understand that amidst so many stressors such as downsizing, high-performance goals, long working hours, overstretched and over-burdened jobs, and political influences, to keep employees optimistic and meaningful in working environment context, the leaders are the most effective source (George, Sleeth, & Siders, 1999).

When employees observe, that their own respective leaders are not trustworthy, credible, honest, loyal, optimistic, and sincere, they gradually become disillusioned and hopeless (Twenge, Zhang, & Im, 2004). This process keeps on becoming chronic if leaders do not address it from time to time. The frustrations aggravate and ultimately followers start to engage in negative practices such as burnout, withdrawal, and cynicism. The concept of employee cynicism is relatively new in the literature and it is closely associated with organizational unreliability, alienation,

aloofness, and negativity, Tokgöz and Yılmaz, (2008) suggest that there are a lot of conceptualizations.

Cynicism is the opposite of altruistic behavior and rejection of any goodness or honesty taking place in organizational processes, decisions, and systems (Goldner, Ritti & Ference, 1977). Another definition is given by Kanter and Mirvis (1991), according to which, employee cynicism refers to untrustworthy behaviors that an individual indulges in because these negative aspects are very much part of human nature. Extending this notion, Bateman, Sakano and Fujita (1992) assert that individuals like flexibility and on the contrary, they hate authoritative, strict, closely monitored, and coercive measures, all of which would engage them in negative behaviors. Cynicism among employees aggravate when they feel that the organization lacks integrity (Dean, Brandes, & Dharwadkar, 1998), and social support and recognition do not exist (Reichers, Wanous, & Austin, 1997). These emotions might lead to negative behaviors and therefore, it is important for leaders to address them. Cynicism among employees aggravate when they feel that the organization lacks integrity.

Results show that cynicism disengages employees from their jobs, leading to decrease in job satisfaction (Sur, 2010; Abraham, 2000), job performance (Johnson and O’Leary-Kelly, 2003), and organizational citizenship behaviors (Dean, Brandes, & Dharwadkar, 1998). It can also result in an increase in unethical behaviors, counter-productive work behaviors (Bernerth, Armenakis, Feild, & Walker, 2007), emotional exhaustion (Johnson & O’Leary-Kelly, 2003), absenteeism, bullying, sexual harassment, motivation (Dolan et al., 2012), interpersonal conflict (Nair

& Kamalanabhan, 2010), and turnover intentions (Dean, Brandes, & Dharwadkar, 1998).

2.4 Tolerance to Workplace Incivility

Before explaining tolerance to workplace incivility, we will dwell in detail on incivility in general and then will give a comprehensive explanation of workplace incivility and lastly, we will give a detailed account of tolerance to workplace incivility.

2.4.1 Incivility

Incivility occurs every day in the form of actions and interactions that are perceived to be rude and inconsiderate. Robert Nisbet (2000) in “The Quest for Community” states that men in contemporary society are seeking status and security in large organizations that historically were primarily found in institutions such as the family, neighborhoods and societies. The development of societal organizations such as mutual aid, welfare and education are no longer based on the identification and incentives found in the family.

A synopsis of the changes in our society, including the institutions of family and community, leading to increased incivility is described in *Rude Awakenings: Overcoming the Incivility Crisis in the Workplace* (Gonthier & Morrissey, 2002). The term “*affluenza*” was coined in the 1950’s to describe the latter twentieth century epidemic of overwork, stress and a sense of indebtedness. It is characterized by an addiction to consumption of goods and services based on a belief that one’s worth is tied to one’s income.

As prosperity increased in the 1960's so did the demand for more freedom. It was a time focused on fighting for the rights of others and being disillusioned with the government. The development of societal organizations such as mutual aid, welfare and education are no longer based on the identification and incentives found in the family, or community.

2.4.2 Workplace Incivility

Workplace incivility has often been regarded as an important employee outcome that leaders need to address. Pearson et al. (2001) suggest that workplace incivility is low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect, behaviors that are characteristically rude and discourteous, displaying a lack of regard for others (p.1397). Examples of incivility included a lack of common courtesy, rudeness, belittling others, ignoring others or behaving unprofessionally.

Cortina, Magley, Williams, and Day-Langhout (2001) have put forth a notion of workplace incivility which measures of disrespectful, rude or condescending behavior. It is intent to harm which distinguishes incivility from other forms of aggression (Anderssen & Pearson 1999). The rate of incivility is inconsistent across settings, industries and countries however it has often been grouped with the bullying or harassment literature posing further challenges to frequency determination (Anderssen & Pearson, 1999; Cortina et al., 2001). Examples of incivility included a lack of common courtesy, rudeness, belittling others, ignoring others or behaving unprofessionally.

Blau and Andersson (2005) compared an incivility instigator tool with another workplace deviance measure developed by Bennett and Robinson (2002). The

second tool measured more aggressive behavior than the incivility instigator tool and these findings reinforced the distinction that incivility falls short of the deviancy reserved for more aggressive interpersonal events. The impact of incivility has personal, professional and organizational effects. Hutton and Gates (2008) explored incivility and the relationship to productivity. Though the rate of incivility in this study was generally low, a statistically significant decrease in productivity was found when the instigator was a direct supervisor. The role of incivility in moderating the effect of stressors and job strain has also been explored (Lim & Teo, 2009; Oore, et al. 2010).

Findings indicate the negative effect of workload and job strain on health was stronger within the units with higher rates of incivility. These findings support the already established literature on negative health effects of high workloads (Lim, Cortina and Magley, 2008) and also demonstrate potential protective effects of a civil and healthy work environment. Employee health is a personal factor and the literature has demonstrated that leadership impacts employee health and well-being (Brunetto, Farr-Wharton & Shacklock, 2011a; 2011b; Brunetto, et al., 2013; Nielson, Randall, Yarker & Brenner, 2008; Nielson, Yarker, Brenner, Randall & Borg, 2009).

When employees were queried regarding factors they believed would improve workplace civility, positive leadership actions were identified as an important factor by 39% of respondents (Moore, Leahy, Sublett & Lanig, 2013). What differentiates incivility from other forms of antisocial behavior is its level of intensity and its ambiguous intent to harm.

Antisocial behaviors are behaviors that bring harm to the organization or its members (Brunetto, et al., 2013; Nielson, Randall, Yarker & Brenner, 2008). Aggression includes violence and some forms of incivility, however, incivility of this type includes intent to harm even if it is perceived by the target as ambiguous. Self-regulatory behaviors assist an individual in controlling their impulses to act out their response to uncivil behaviors. Individuals who are emotionally reactive, highly sensitive to insults and easily offended are also more likely to commit uncivil or coercive acts. The degree to which an organizational climate is formal or informal can also influence whether incivilities will occur and whether they may escalate into coercive actions.

An informal climate, characterized by such practices as informal attire, free expression of emotions and the use of nicknames to address one another, may encourage employees to behave in ways that are disrespectful as a result of the blurring of boundaries between acceptable and not acceptable behavior. Although these informal climates are designed to stimulate creativity and innovation, research has demonstrated that the lack of structure may contribute to the escalation of more intense deviant behaviors such as coercive actions (Tedeschi & Felson, 1994).

Employees may misinterpret the informal climate as an opportunity to not be on their best behavior. More formal climates, on the other hand, establish a clearer distinction between acceptable and unacceptable behavior. When employees have to pay attention to the way they dress and how they speak to one another, they are forced to pause and think before they respond in a particular manner. Without the behavioral expectations within a more formal climate, employees may have more difficulty

interacting in a professional and objective manner (Andersson & Pearson, 1999; Gonthier & Morrissey, 2002; Nielson, Randall, Yarker & Brenner, 2008).

2.4.3 Tolerance to Workplace Incivility

Despite the workplace incivility has been recently integrated in an extensive narrative review (Schilpzand, De Pater, & Erez, 2016), management's responses to incivility is considered "Spotty" (Pearson & Porath, 2005, p.9). Managers do not take incivility into their great account (Gonthier, 2002; Pearson & Porath, 2004. As Sguera et al. (2016) stated "Surprisingly, despite the spread of incivility and its negative consequences, we know very little about effective organizational responses to this phenomenon from a victim's perspective..... research has [only]proposed strategies to reduce workplace incivility relying on means such as zero-tolerance expectations, teaching about incivility and civility" (P. 124).

When organizations ignore uncivil behaviors, do not punish or use coercive measure against those employees who engage in workplace incivility in the form of dark humor, embarrassing jokes, rude behaviors, or unethical practices, and compromise on reacting strongly to such incivility, the effects on behaviors of target employees as well as other co-workers are substantive (Andersson & Pearson, 1999).

Research showed that only 20% of employees perceive their organization's response to workplace incivility (Pearson & Porath, 2004). When incivility is tolerated in the workplace, the employees perceive it as acceptable workplace behavior and this in turn has an impact on workplace attitudes and behaviors. Moreover, management might be seen as an instigator of incivility when inadvertently tolerating or not responding to incivility (Estes & Wang, 2008). When organizations ignore uncivil behaviors, do not punish or use coercive measure against those employees who

engage in workplace incivility in the form of dark humor, embarrassing jokes, rude behaviors, or unethical practices.

Previous researches have only expressed their concerns about tolerance incivility in the workplace and its severe consequences and they recommended a zero tolerance strategies to be adopted (e.g., Estes & Wang, 2008; Leiter et al., 2011; Lewis & Malecha, 2011; Pearson & Porath, 2005; Sguera et al., 2016). Unlike the most recent literature in the domain of incivility, the study of Loi, Loh and Hine (2015) among the fewest that examined *Tolerance for workplace incivility* (TWI) as an independent variable that has causal relationship with different outcomes in the Australian public sectors. Because Loi, Loi and Hine (2015) found a relationship between TWI and work withdrawal. This thesis focuses on how organization would response to uncivil behavior reported by an employee?, rather than who experiences, witnesses, and instigates incivility(cf. Schilpzand & De Pater & Erez, 2016). Research showed that only 20% of employees perceive their organization's response to workplace incivility (Pearson & Porath, 2005). As Sguera et al., 2016 stated :

“Surprisingly, despite the spread of incivility and its negative consequences, we know very little about effective organizational responses to this phenomenon from a victim's perspective..... research has [only] proposed strategies to reduce workplace incivility relying on means such as zero-tolerance expectations, teaching about incivility and civility” (P 124).

Tolerance to incivility has been only mentioned as a recommendation that should be considered by managers and practitioners in order to curtail workplace incivility (Anderson & Pearson, 1999; Estes & Wang, 2008; Lewis & Malecha, 2011; Pearson

& Porath, 2005). However, to the best of our knowledge the study that conducted by Loi, Loh, and Hine (2015) was among fewest that used a scale to measure TWI. When organizations tolerate workplace incivility, it can be argued that employees' perception of justice decline and they tend to display behaviors detrimental to organizational performance such as lost efficiency (Gonthier, 2002; Pearson & Porath, 2005), at an individual level, but also when tolerated or not constructively confronted, there is potential damage to organizations through unhealthy and unproductive work climate (Cortina et al., 2001; Sutton, 2007).

2.5 Job Search Behavior

Job search behavior refers to a process of identifying existing job opportunities in the market and gathering more information on the job alternatives that are selected (Barber et al., 1994). While et al. (2001) state that the premise of job search behavior is a dynamic self-regulatory process that is defined by an employment goal and pursuance of that goal until it is fulfilled. Research shows that there is positive relationship between job search behavior and voluntary turnover (e.g., Blau, 1993; Cuskelly & Boag, 2001). Within organizations, employees display job search behavior in varying degrees depending upon a number of factors such as dissatisfaction, loss of purpose in existing job, better opportunities, low motivation due to lack of extrinsic and/or intrinsic motivators, work-family conflict, poor leadership, or low organizational identification (Betz, Boudreau, & Judge, 1994). Kanfer, Wanberg, and Kantrowitz (2001) extend these factors further to include individual (personality, individual ambition and motive, self), and social, environment factors (expectancies, better market opportunities, recognition by society) that predict job search activities.

Cuskelly and Boag (2001) suggest that presence of any one or combination of the afore-mentioned factors probe employees to revise their employment goals which result in searching for alternative jobs. As job searching becomes more frequent, the intention to quit the organization also increases, and it ultimately matures to an extent of actual turnover. These findings are consistent with Locke's (1976) research study, according to which, job search behavior reduces organizational commitment and aggravates withdrawal behavior.

Research shows that there is positive relationship between job search behavior and voluntary turnover (e.g., Blau, 1993; Cuskelly & Boag, 2001). Lee et al. (1999) conducted a longitudinal study to find out the process through which employees look for alternative jobs. They suggest that a particular shock such as downsizing, unsolicited job offer, transfer to another station, or a new boss triggers the process of job search behavior. Then, employees prepare response to the shock and revisit their current jobs to see if they could match jobs with their personal interests, keeping in mind the recent shock. The next phase is evaluation of the image one has about his/her job. The self-image gets violated in this phase and employees believe that the respect and meaningfulness for which they were doing the job have lost. Lastly, an evaluation of how disengaged and dissatisfied individuals get due to the previous phases engage them in searching for alternative jobs where they can find respect, meaning, and purpose again (Kanfer, Wanberg, & Kantrowitz, 2001).

2.6 Psychological Capital

The interest in positivity in the workplace is driven by the still-emerging positive psychology movement. Positive psychology has broadened the perspective beyond what is wrong with people toward ideal functioning, flourishing, and reaching human

potential. Leaders at all types of the organizations have tended to focus on what is wrong with human resources and possible ways to fix its weaknesses and problems (Dawkins et al., 2015). For organizations and individuals to prepare themselves to achieve a competitive advantage, they require a shift to a new paradigm where excellence and sustainable competition can no longer be found on traditional, scarce resources. Positive psychology has broadened the perspective beyond what is wrong with people toward ideal functioning, flourishing, and reaching human potential. Leaders at all types of the organizations have tended to focus on what is wrong with human resources and possible ways to fix its weaknesses and problems (Clapp-Smith, Vogelgesang & Avey, 2009; Dawkins et al., 2015; Peterson & Zhang, 2011; Walumbwa, Luthans, Avey & Oke, 2011).

Luthans, Youssef, and Avolio (2007, p. 3) define psychological capital as “one’s positive psychological state of development 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 expectation: optimism, about succeeding now and in the future; (3) persevering toward goals and, and when necessary, redirecting paths to goals: hope, in order to succeed; and (4) when overwhelmed by problems and difficulty, sustaining and bouncing back and beyond resilience, to attain success (Clapp-Smith, Vogelgesang & Avey, 2009; Dawkins et al., 2015; Peterson & Zhang, 2011; Walumbwa, Luthans, Avey & Oke, 2011).

2.6.1 The Components of Psychological Capital

Psychological capital comprises of four components: self-efficacy, optimism, hope and resilience.

2.6.1.1 Self-efficacy

Self-efficacy refers to an individual's confidence that he/she has the abilities to marshal the cognitive resources and motivation to perform a task within a given context (Luthans et al., 2008). Self-efficacy is a process in which individuals evaluate, weigh, compare, and integrate their capabilities (skills) against demands (tasks and responsibilities to fulfill), and in turn make choices about how and what to do to accomplish a specific role (Appelbaum & Hare, 2008). Self-efficacy in PsyCap is based on Bandura's social cognitive theory having five identified cognitive processes (Luthans et al., 2008). These cognitive processes are symbolizing, self-reflection, observation, fore-fought, and self-regulation.

2.6.1.2 Optimism

The second psychological strength (optimism) of psychological capital refers to a belief that future will be good, positive, and prosperous (Luthans, Youssef, & Avolio, 2007). PsyCap optimism is not about being positive just without reasoning, rather it is about planning events for success. Individuals with PsyCap are proactive, take a lead in exploiting opportunities, think deeply and logically about how and why some events occur, learn from bad experiences and unachieved goals, and believe that in order to achieve success, there would be some hurdles, failures, and challenges (Seligman, 2002).

For them, realistic realization of events is absolutely necessary and they do not over-estimate or idealize situations. They understand that in order to achieve a positive future, some negative events might occur on the way to achieve that success, but those negative events should not let them down to the ultimate purpose of success (Luthans & Youssef, 2007). Optimists challenge the status quo and look for ways to improve the existing conditions, and believe that good things would always happen

(Gabris, Maclin, & Ihrke, 1998). Since their focus is on positivity, stressors and emotionally challenging situations, would not affect them negatively. They do not lose focus from success during failures, stressful situations, and bad experiences.

2.6.1.3 Hope

Hope is the third psychological construct which is defined as a positive motivational state derived from goal-directed energy (will to accomplish the intended or desired effect), pathways (contingency planning to achieve goals), and planning to meet goals (motivation to identify, clarify, and pursue goals) (Snyder, Irving, & Anderson, 2000). PsyCap hope is about understanding clearly the nature and purpose of goals, investing energy in planning for achieving them, and evaluating these goals. Hope has been significantly related to job performance and satisfaction (Peterson & Luthans, 2003; Luthans, Avolio, Norman, & Avey, 2005), organizational commitment (Peterson & Luthans, 2003), as well as emotional stability (Luthans, Avolio, Walumbwa, & Li, 2005). Hence, it can be argued that hope is about understanding clearly the nature and purpose of goals, investing energy in planning for achieving them, and evaluating these goals.

2.6.1.4 Resiliency

Masten (2001) refers to resiliency as an ability to cope positively and adapt if a significant risk or adverse situation occur. In organizations, uncertain situations, risks, conflicts, adverse circumstances, threats due to unstable market forces, and unexpected events, keep arising. PsyCap resilience helps individuals to deal with these happenings in a positive way. People with resilience do not panic or become emotionally exhausted in negative risky situations, keep their composure, and believe that bad times would prolong if the way to handle them is shaky (Fredrickson & Joiner, 2002). According to Bonanno (2004), PsyCap resilience is not just a minimal

coping or neutralizing agent for difficult times, but rather it is viewed as proactive than just reactive which may lead to positive gains. Ryff and Singer (2003) further assert that resilient people experience enhanced self-reliance, self-efficacy, self-awareness, self-disclosure, relationships, emotional expressiveness, and empathy.

2.6.2 Collective Psychological Capital (Team PsyCap)

PsyCap has largely been studied as an individual level construct, but recently Youssef and Luthans (2011) urged scholars to address the construct at the team level. The reason is that most organizations nowadays are team based and there is interdependency between team members exposing them to “emotional contagion”. This “contagion” leads to the development of team PsyCap (Dawkins et al., 2015; Martin, O’Donohue, & Dawkins, 2011), and it is particularly highly important to the hospitality industry (Paek et al., 2015). Peterson and Zhang (2011) defined collective PsyCap as “the team’s shared psychological state of development characterized by hope, efficacy, optimism, and resilience, and the group’s shared positive appraisal of their circumstances and probability for success under those circumstances based on their combined motivated effort and perseverance”. This definition suggests that collective PsyCap is a result of synergistic effect with teams (Dawkins, 2014). The reason is that most organizations nowadays are team based and there is interdependency between team members exposing them to emotional cognitions.

Team PsyCap is distinct from the individual beliefs each team member may hold about themselves or the group. Luthans et al. (2007) suggest that team PsyCap is vastly different from the individual-level conceptualization of PsyCap which according to them is an “individual’s state of development” as opposed to a “team’s shared state of development” characterized by the psychological resources of self-efficacy, hope, optimism, and resilience.

Clapp Smith, Vogelgesang, and Avey (2009) argued that collective PsyCap can exist at the group level citing an extension of the social cognitive theory (Bandura, 1997) and social contagion theory (Meindl, 1995). This makes collective PsyCap (i.e. team PsyCap) an emergent construct with theoretical basis. The construct has also been utilized in European (Rego, Marques, Leal, Sousa, & e Cunha, 2010; Demerouti, et al., 2011), and Australian settings (Cole, Daly, & Mak, 2009; Avey, Nimnicht, & Pigeon, 2010; McMurray, Pirola-Merlo, Sarros, & Islam, 2010).

To date, there have been few studies explore the PsyCap at team level (Clapp-Smith et al., 2009; Walumbwa, et al., 2011; West et al., 2009, Martin& O'Donohue& Dawkins2011),thus, the current thesis fill this gap. Moreover, Despite calls for multi-level PsyCap research, there has been no exploration of how team-level PsyCap may be associated with individual level outcome (Dawkins,2015), including namely; Employee cynicism. Tolerance workplace incivility and Job search behavior(see Table1).

Table 1: Empirical studies of Collective Psychological Capital

Study	Level of analysis	Variables studied in relation to collective PsyCap
West et al (2009)	Team level	Cohesion, cooperation, coordination, conflict and satisfaction
Clapp-Smith et al (2009)	Team level	Team sales performance
Walumwa et al (2011)	Team level	Team level performance and citizenship behaviors
Petersen and Zhang (2011)	Cross level	business unit performance
Martins et al. (2011)	Cross level	Individual level job satisfaction and turnover intention
Martin& O'Donohue& Dawkins (2011)	Team Level& Cross level	Individual level job satisfaction and turnover intention
Heled et al. (2015)	Cross level	job satisfaction and the team organizational citizenship behavior (OCB)
Vanno et al. 2014	Team Level	Academic performance and perceived group Psy.Cap and Positive PsyCap
Current study	Team Level& Cross level	Tolerance to workplace incivility, Employee cynicism and Job search behavior.

Source: The author

2.7 Theory and Hypotheses

2.7.1 Theoretical Framework

Most studies involving positive leadership examine transformational, ethical, charismatic, and altruistic leadership. A particularly appealing form of positive leadership with a documented performance impact, and as yet unexplored potential is authentic leadership.

Empirical research on PsyCap has discovered a great variety of positive impacts on performance and well-being of people in organizations. Avey et al. (2006) found PsyCap to be a predictor of both volunteer and involunteer absenteeism. Avey et al.

(2009) also showed that PsyCap is a key to better understanding the variation in perceived symptoms of stress, as well as intentions to quit and job search behaviors. The present study is grounded on social contagion theory. Theoretically, social contagion theory can contribute to the emergence of PsyCap as a higher level construct due to its social nature. Social contagion has received increased research attention and has even been applied in various disciplines and various situations (Levy & Nail, 1993; Pastor & Mayo, 1994; Brett & Stroth, 2003; Luthans, Norman, & Hughes, 2006; Dawkins et al., 2015). Social contagion can be defined as the process of communication and the exchange of information among members, and spreading the influence from one individual to another. More subtly, individuals may influence each other's beliefs and attitudes.

According to Clapp-Smith, Vogelgesang and Avey (2009), social contagion theory is the foundational theory which supports the aggregation of PsyCap. This theory purports that members of a team become similar with passage of time in their beliefs, attitudes and emotions through communication and social interaction, social contagion theory is the foundational theory which supports the aggregation of PsyCap.

A team's shared belief happens when a series of group interactions and exchange of information occur, and when the process of collective cognitions is manifested. The opinions, beliefs, and attitudes of influential people in a team become contagious and other members of team follow and adopt those beliefs and attitudes. Just as a contagious disease spreads from one individual to another, thoughts, feelings, and attitudes of how a team functions are communicated to members of a team and as a result, shared perceptions start to emerge. The opinions, beliefs, and attitudes of

influential people in a team become contagious and other members of team follow and adopt those beliefs and attitudes.

Through social interactions, these beliefs and attitudes are shared with others, and more and more members follow those practices with a perception that others would also follow them and ultimately these beliefs and attitudes will become team's beliefs and attitudes.

The team members share their perceptions on all the four dimensions of PsyCap. For example, goal design contributes to the hope development dimension of PsyCap. So when team members have goal-oriented discussions, there is an opportunity for exchange of perceptions on how the team can best achieve their goals. By engaging in these goal oriented discussion, team members foster shared perceptions about hope and thus this facilitate the emergence of team hope. Similarly, when team members share their perceptions about goal pathways and obstacle planning, they are able to share positive expectations (optimism). Sharing this information increases the expectation that goals will be achieved (Luthans et al., 2010), and thus shared optimism increases.

In order to lower the incidents of uncivil behavior, organizations may need a leader who can value employees, provides good working environment, treats them with justice and fairness, and ensure self-development; all of these traits are theoretically relevant to authentic leadership. The referent-shift approach is utilized to measure “team pycap” in this study, according to which, an individual with high individual-level PsyCap could have high or low team-level PsyCap. Even though the approach utilizes individual-level responses of the team members, the responses are with

reference to team aspects and as a consequence the approach links team level theory and measurement.

2.7.2 Hypotheses

2.7.2.1 Authentic Leadership and Employee Cynicism

There are reasons to believe that authentic leadership can help employees to decrease the level of cynicism. First, mistrustfulness is believed to be a strong antecedent of employee cynicism (Erdem, 2003; Thompson et al., 2000). Employees feel that organization is being dishonest towards them and so trust starts to deteriorate. Authentic leaders through relational transparency can alleviate the level of distrust among employees. Since integrity, honesty, and straight-forwardness are the major traits of authentic leaders, we can argue that these traits would help employees to trust their leaders more often (Davis and Gardner, 2004).

Second, research shows that cynicism increases alienation towards organization and everything (Brandes & Das, 2006: 245; Kalağan, 2009: 88). Alienation can lead to workplace aggression and other negative outcomes. Authentic leaders believe in continuous communication and feedback mechanism where employees and leaders come together frequently to discuss their values, beliefs, and aspirations and how to align those values by exploring self-awareness and correcting any weakness that can prove detrimental to organizational success. Such is the level of communication between an authentic leader and his/her subordinates. So, feelings of aloofness or alienation diminish in presence of authentic leaders, consequently, decreasing employee cynicism. Third, in a study by İşçi, Şişman and Bektaş (2013), a negative relationship was confirmed between personal empowerment and employee cynicism. Authentic leadership is also about facilitating flexibility and involving employees in decision making processes. Therefore, we can expect that delegation of power and

involvement in decision making processes would make employees to feel empowered and as a result, cynicism reduces.

Fourth, Brown and Mitchell (2010) say that the effect of AL on employee cynicism can be explained with the help of social information processing theory. According to the theory, individuals obtain information from the social environment of the work and form attitudes via environmental cues (Pfeffer & Salancik, 1978). So, in case of negative environmental cues, co-workers through negative word of mouth spread bad image of the organization to others. The study found that badmouth is contagious due to social information processing and it influences others and more cynics are created as a result.

Authentic leaders focus on positive relationship-focused leadership style and share genuine positive feelings about the organization that creates good image of the organization (Brown & Mitchell, 2010). Employees' level of organization identification increases as a consequence, thereby reducing employee cynicism. Fifth, negative leader behaviors such as deceiving others, hiding information, not taking responsibility can cause an increase in follower cynicism (Peus et al., 2012). Authentic leaders possess strong character and they do not hide information even if that points to their own weaknesses. They also try to promote a culture of mutual exchange of information to understand what their self-concepts are and how these self-concepts can be aligned with an overall organizational culture of transparency and open communication. Therefore, it can be argued that authentic leaders' integrity, honesty, and openness would decrease employee cynicism.

Sixth, when employees are not given value and respect in the organizations by their leaders and co-workers, they tend to indulge in negative behaviors such as cynicism and incivility. Authentic leadership is always considerate of employees and respect is ensured at every level of the organization (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). When employees feel that they are being taken care of, valued, and respected in the organizations, they find their jobs more meaningful and aligned with their personal values, and hence as a result, negative behaviors decline to a minimum. Seventh, when authentic leaders influence the self-awareness of the employees about their moral perspectives and values (Williams, Pillai, Deptula, & Lowe, 2012), the propensity to display positive behaviors increase.

Authentic leaders possess strong character and they do not hide information even if that points to their own weaknesses. They also try to promote a culture of mutual exchange of information to understand self-concepts. This was confirmed by Williams, Pillai, Deptula, & Lowe (2012) who reported that AL and cynicism were negatively related. Eighth, Bernerth et al. (2007) studied the effect of procedural, interactional, and distributive justice on organizational cynicism and found that all were negatively related with cynicism. Since leader is an important part of an employees' social environment, s/he can influence the employee's cynicism. Therein, authentic leaders can reduce employees' cynicism by sharing genuine positive feelings about the organization. Hence, it is highly probable that authentic leadership would be negatively associated with employee cynicism. On the basis of above arguments, it can be hypothesized that:

H1a: Authentic leadership is negatively related to employee cynicism.

2.7.2.2 Authentic Leadership and Tolerance to Workplace Incivility

Leaders are believed to play a key role in optimizing workplace well-being and employee performance (Kuoppala, Lamminpää, Liira, & Vainio, 2008), and subsequent job and health-related outcomes (McLennan, 2005; Wong, Laschinger, & Cummings, 2010). On the contrary, if leaders are unable to provide working environment where employees can find meaningfulness, purpose, and involvement to accomplish their tasks effectively, they become frustrated, exhausted, and detached, and may ultimately diminish their health and well-being (Stouten et al., 2010).

The question then arises that what leadership styles are most effective in creating a positive work environment? Authentic leaders treat individuals with dignity and respect (interactional justice), communicate, educate, and implement fair employment practices.

Amidst many different leadership styles, Wendt, Euwema, and Van Emmerik (2009) argue that authentic leadership being a relationally focused leadership style is most effective than other leadership approaches. In organizations, employees expect their immediate supervisors to take action against any perpetrators (Wong, Laschinger, & Cummings, 2010). If leaders do not discourage workplace incivility, it could lead to an organizational culture tolerant of workplace incivility. Even worse is the scenario where leaders support or reward the perpetrator's uncivil or bullying behaviors, resulting in a climate where other employees may feel insecure and fearful, and hence less productive and engaged to their jobs. Such a scenario is likely to create conflicts and dissatisfaction. Usually, those leaders who are not competent, loyal, or transparent would find it hard to punish employees with uncivil behaviors (Ivancevich & Matteson, 2006).

Instead, they think that if they use coercive measures against perpetrators, the perpetrators would turn against them and because of their influence, bullying, and aggressive attitudes, their own position as a leader would be endangered. This happens only when the leaders themselves are less confident and incompetent about their own abilities (Kuoppala, Lamminpää, Liira, & Vainio, 2008). Moreover, if leaders do not believe in being transparent and loyal to their organizations, they would either avoid or support such uncivil behaviors. So, if a leader is loyal and believes in transparency, he/she is unlikely to tolerate workplace incivility. Authentic leaders do not let perpetrators to become role models or influential people in the organization. They maintain an organizational climate governed by fairness, respect, and prestige of others as sacred as their own prestige.

If anyone is involved in disrespecting other in any capacity, authentic leaders take strict coercive actions (Dawkins et al., 2015). Authentic leaders would never encourage uncivil behaviors due to the fact that they understand that workplace incivility is contagious and if they do not stop incivility from occurring, the optimism and hope would be compromised (Cortina et al., 2013). Porath and Pearson (2013) posit that authentic leadership is based on high moral grounds and amorality is not accepted as a behavior among them. Research has shown that leadership plays an important role in both promoting and preventing incivility at work (e.g., Cortina, 2008; Cortina et al., 2013; Harold & Holtz, 2014; Pearson & Porath, 2004; Porath & Pearson, 2010, 2013).

Because respect is strongly embedded in authentic leadership, the best way to ensure respect for everyone is to engage in actions that are least tolerant towards workplace incivility as it can severely damage the respect of others through rudeness, bad jokes,

bullying, indecent remarks, etc. Cortina (2008, p.62) suggest that authentic leaders believe in justice and they do not compromise on uncivil behaviors as it would be against their basic trait which is relational transparency and surety of moral perspective. Authentic leaders are moral and ethical in their conduct.

Porath and Pearson (2013) posit that authentic leadership is based on high moral grounds and amorality is not accepted as a behavior among them. Authentic leaders communicate clear norms and ethical principles about acceptable behaviors and once any deviation occurs, they tend to warn, coerce, or punish such uncivil behaviors. In order to deter employees from workplace incivility, leaders should come forward to communicate clearly the unacceptability and intolerance towards rude or uncivil behaviors (Pearson & Porath, 2004).

Without authentic leadership, workplaces may become too informal and lack clear norms to help shape appropriate behavior. Loi, Lohand, and Hine (2015) found that authentic leader intervenes in the workplace by punishing and rectifying incivility. In most cases, authentic leaders communicate expectations of interpersonal treatment related behavior, normatively. Moreover, employees were more likely to engage in bad behavior (e.g. anti-social behavior, theft) if they felt they would not be punished for it (Robinson & O'Leary-Kelly, 1998). Thus, we may argue that authentic leadership is negatively associated with workplace incivility. Many streams of research suggest that mistreatment at work is associated with many socially harmful behaviors including workplace incivility (e.g., Berdahl & Raver, 2011; Miner-Rubino & Reed, 2010; Tepper, 2000).

According to Hoffman and Chunta (2015), to be intolerant to workplace incivility, management should create a positive work culture where respect of individuals is ensured, good work is openly recognized, people are given necessary empowering resources to execute tasks, and conflicts are dealt with effectively. Authentic leadership does create such a healthy working environment through its focus on empowerment, respect, relational transparency, recognition, and self-awareness. Authentic leadership can build a strong bond of association and trust with followers and this bond may prove effective in reducing workplace incivility through zero-tolerance policy. Authentic leaders hold themselves, as well as staff, accountable for their actions (Becher & Visovsky, 2012; Rego et al., 2014). They support a zero-tolerance policy against negative behaviors including workplace incivility (Kodjebacheva, 2014).

Authentic leaders build social support through self-awareness programs. Hoffman and Chunta (2015) suggest that authentic leaders communicate clear norms and ethical principles about acceptable behaviors and once any deviation occurs, they tend to warn, coerce, or punish such uncivil behaviors. Because respect is strongly embedded in authentic leadership, the best way to ensure respect for everyone is to engage in actions that are least tolerant towards workplace incivility as it can severely damage the respect of others through rudeness, bad jokes, bullying, indecent remarks, etc. Authentic leaders communicate clear norms and ethical principles about acceptable behaviors and once any deviation occurs, they tend to warn, coerce, or punish such uncivil behaviors. Authentic leaders hold themselves, as well as staff, accountable for their actions (Becher & Visovsky, 2012; Rego et al., 2014). They support a zero-tolerance policy against negative behaviors including workplace

incivility (Kodjebacheva, 2014). Based on theoretical arguments presented above, the following hypothesis is derived :

H1b: Authentic leadership is negatively related to tolerance to workplace incivility.

2.7.2.3 Authentic Leadership and Job Search Behavior

Palanski, Avey, and Jiraporn (2014) suggest that job search behavior is closely related to voluntary turnover. They went on to say that an employee starts with displaying an intention to search for alternative jobs, then the intention gets translated into a behavior where he/she actually acts by searching for alternative jobs. Once the job search behavior occurs frequently enough, voluntary turnover is the ultimate outcome (Strachota et al., 2003).

Dupre and Day (2007) found that an employee's attitude towards leadership is strongly related with job search behavior and voluntary turnover. They say that actually it is the disengagement in current jobs that leads to searching for alternative jobs and with time, it becomes chronic to the extent that employees voluntarily quit the organization. Disengagement occurs when employees experience low level of identification with their leaders (Harter et al., 2002; Zatzick et al., 2003). Hence, job search behavior and voluntary turnover can be used interchangeably, as both would lead to quitting the organization and showing dissatisfaction in the current job. Research studies focusing on antecedents of voluntary turnover have broadly categorized factors into personal, organizational, and social factors.

Lack of support, poor communication, prevalence of injustice, dishonesty, and insincerity, hiding information, hunt for personal interests, and no training and development opportunities, are the causes of voluntary turnover process (Freund 2005; Tang et al., 2000). We may argue that all the above-mentioned factors are

traits of an inauthentic leader. To reduce the process of searching for alternative jobs and voluntary turnover, if leaders display attributes of authenticity such as honesty, sincerity, openness, sharing information, striving for collective interests, developing others, and treating everyone fairly, employees would identify more strongly with their leaders, and hence the satisfaction and engagement level increase (Blake et al., 2012; Cianci, Hannah, Roberts, & Tsakumis, 2014; Walumbwa et al., 2008; Woolley, Caza, & Levy, 2011). Disengagement occurs when employees experience low level of identification with their leaders (Harter et al., 2002; Zatzick et al., 2003).

There are reasons to believe that authentic leadership is negatively related with job search behavior. First, Morgeson and Nahrgang (2005) posit that when leaders create positive work climate, employees feel secure, confident, and tend to enjoy the work more often, and consequently, the level of belongingness to the work itself increases as employees internalize organizational values and become emotionally attached to the organization. Authentic leaders make employees confident by emphasizing on developmental opportunities, freedom to make decisions, and non-controlling feedback. Such employees would be less susceptible to search for alternative jobs because the meaningfulness and purpose of job is already found in the current jobs, under their immediate bosses that happen to be authentic leaders. They enhance feelings of security among employees by being open and transparent in their dealings (Avolio et al., 2004; Nelson et al., 2014; Van Hooft, Born, Taris, & van der Flier, 2005).

When employees see that their interests are being taken care of, they are being valued for their tasks, and they can decide on their own how to carry out tasks, the level of attachment with the organization rises, reducing the occurrence of negative

behaviors. It provides flexibility to make job roles and responsibilities in accordance with one's personal value system. As a result, sense of belongingness, engagement, and satisfaction increase, and voluntary turnover decrease. Third, the followers of authentic leaders feel safer and become loyal to the organization (Mulki et al., 2006). Authentic leaders make employees confident by emphasizing on developmental opportunities, freedom to make decisions, and non-controlling feedback. Loyalty has been found to decrease negative behaviors such as workplace aggression, counter-productive work behaviors, and turnover intentions (Holtom et al., 2008).

Fourth, authentic leaders create structures that facilitate follower autonomy, and acknowledge followers' perspectives and interests (Ilies et al., 2005). Fifth, authentic leadership affects job search behavior by positively influencing job satisfaction. To provide justification for this argument, we draw on Holtom et al. (2008) and Palanski, Avey, and Jiraporn (2014) studies that posit that job satisfaction is a key antecedent of voluntary turnover. According to them, voluntary turnover process is initiated as a result of series of events due to individual differences (personality, self-concepts, self-efficacy), attitudes (job satisfaction, organizational commitment, job meaningfulness), and contextual variables (organizational climate, nature of job, organizational support). These variables lead individuals to withdrawal cognitions and intentions to quit organization become obvious. The next phase is the withdrawal wherein employees come late, remain absent, and under-perform.

The last phase is the actual turnover in which employees actually quit the job and leave the organization. They identified job (dis)satisfaction as the most important antecedent which can either initiate or stop this process (Giallonardo, Wong & Iwasiw, 2010; Renn, Steinbauer, Taylor, & Detwiler, 2014), we can argue that

authentic leadership is negatively related with job search behavior. Sixth, when relationships between supervisors and employees are strong, voluntary turnover is low (Griffeth et al. 2000). Since authentic leadership is based on frequent and open communication, trust, and strong relationships, it is probable to believe that authentic leaders would decrease employees' quest for alternative jobs. Seventh, authentic leadership decreases an employee's frustration by providing necessary social and emotional support to carry out tasks effectively.

Eighth, Brown et al. (2005) proposed that behaviors of the authentic leader (i.e., being honest, loyal, open, caring, sincere, open to everyone, and transparent), are correlated with, interactional fairness, leader consideration, leader sincerity, honesty, and trustworthiness, and idealized influence. Authentic leadership positively influences follower satisfaction with the leader (Avolio et al., 2004), organizational citizenship behavior (Blake et al., 2012), organizational commitment, follower willingness to exert extra effort on the job (Gardner et al., 2008), perceived leader effectiveness (Woolley, Caza, & Levy, 2011), and follower willingness to report problems to management (Walumbwa et al., 2008). They identified job (dis)satisfaction as the most important antecedent which can either initiate or stop this process (Giallonardo, Wong & Iwasiw, 2010; Renn, Steinbauer, Taylor, & Detwiler, 2014), we can argue that authentic leadership is negatively related with job search behavior.

Sixth, when relationships between supervisors and employees are strong, voluntary turnover is low (Griffeth et al. 2000). These follower outcomes increase their involvement in jobs and organizational processes, and strengthen their engagement and identification with group members and with the organization (Baay et al., 2014;

Mohsin, Lengler, & Kumar, 2013). Therefore, it is probable to believe that high belongingness and involvement would be detrimental to their intentions to seek alternative jobs. Based on the above arguments, it can be posit that:

H1c : Authentic leadership is negatively related to job search behavior.

2.8 The Processes and Mechanism of Team Psychological Capital as a Moderator between Authentic Leadership and Employees' Negative Outcomes

2.8.1 Authentic Leadership, Team PsyCap and Cynicism

In this section, we develop arguments for the moderating role of team PsyCap in explaining the relationship between authentic leadership and employee cynicism. We propose that when team PsyCap is high, the relationship between authentic leadership and employee cynicism strengthens. Members of a team discuss and exchange their beliefs, emotions, and attitudes about the team's capacities to accomplish goals or carry out certain specific tasks for which team has been composed. A shared sense of PsyCap emerges when individual members communicate their perceptions regarding the team's capacities keeping in view all four components; efficacy is achieved when they believe that their team can do this and accomplish certain goals, optimism is ensured when individuals think that good and positive outcomes would be reached for their teams, a sense of hope prevails.

Authentic leaders believe in continuous communication and feedback mechanism where employees and leaders come together frequently to discuss their values, beliefs, and aspirations and how to align those values (Wang, Sui, Luthans, Wang & Wu, 2014). Authentic leaders try to promote a culture of mutual exchange of information to understand what their self-concepts are and how these self-concepts

can be aligned with an overall organizational culture of transparency and open communication (Dawkins, Martin, Scott, & Sanderson, 2013; Rego, Sousa, Marques & Cunha, 2012).

Furthermore, particular modes of feedback such as appraisal and recognition of individual performance on the basis of team performance may enhance team PsyCap (Yammarino, Dionne, Schriesheim & Dansereau, 2008). Fredrickson (2003) posits that the social context of a team can shape individual perceptions and behaviors. Therefore, it is expected that team-level PsyCap would have significant influence on individual employee attitudes. It has been argued that social contagion theory is likely to explain the moderating role of PsyCap between authentic leadership and work outcomes. According to social contagion theory, members of a team discuss and exchange their beliefs, emotions, and attitudes about the team's capacities to accomplish goals or carry out certain specific tasks for which team has been composed.

A shared sense of PsyCap emerges when individual members communicate their perceptions regarding the team's capacities keeping in view all four components; efficacy is achieved when they believe that their team can do this and accomplish certain goals, optimism is ensured when individuals think that good and positive outcomes would be reached for their teams, a sense of hope prevails when they believe that there are several ways through which their team can accomplish set goals, and resilience is a belief among team members that despite certain setbacks (Karatepe & Karadas, 2015). As a result, other team members may mimicry these beliefs, attitudes, and expressions and subsequently resulting in a collective expression of positive PsyCap and they generate other resources and contribute to

creation of resource caravans that may in turn lead to positive employee outcomes (Xanthopoulou et al.,2007). Authentic leaders encourage employees to share their views and these ideas are used to enhance team cohesion (Gardner et al., 2005).

Kirkman and Rosen (1999) added that when leaders ask employees for ideas, the employees gain confidence in their abilities. So this method of exchange of information gives employees a chance to develop their collective intuition and to learn from each other (Ngo, Loi, & Foley, 2013; Walumbwa et al., 2011). This in turn raises the collective efficacy (Jones & George, 1998), a key component of team psychological capital (Choi & Lee, 2014; Luthans, Youssef & Avolio, 2007). Leaders can influence the efficacy dimension of PsyCap by their ability to provide a supportive environment that could enhance group efficacy (Thompson, Lemmon, & Walter, 2015).

Another important argument is that when faced with challenges, teams with hopeful people show fewer negative emotions (Snyder, Ilardi, Michael, & Cheavens, 2000). So, positive emotions, self-awareness and meaningful purpose, and hope can help reduce cynicism by triggering more optimistic cognitive affective procedure system (see Hannah & Luthans, 2008).It has been argued that optimistic teams connect their own internal resources with achieving the goals, resolving conflicts, dealing with rude behaviors, and performing better in jobs than teams with pessimistic individuals (Luthans, Youssef & Avolio, 2007).

Self-efficacious teams will tend to believe that they are capable enough to deal with cynicism under authentic leadership than those who believe that their teams lack confidence to deal with negative situations such as cynicism despite the fact that

authentic leaders provide them with positive work climate (Thompson, Lemmon, & Walter, 2015). Finally, resilient teams will be more likely to respond effectively to challenges, and overcome and work through any potential obstacles to disparege cynicism than those teams who do not show inclination to put in their own efforts.

Authentic leaders can remain realistic (Luthans & Avolio, 2003; Thompson, Lemmon, & Walter, 2015) and hopeful (i.e., agentic rational) even when faced with adversity. We propose that authentic leaders usually prefer objective information when they pass on hope to the employees working in teams. So, with time as problems arise, employee believes that these leaders are more credible sources of input and feedback. This happens due to their honest personality and their focus on the employee's involvement in teams, strength development, and participation (Dawkins & Martin, 2014; Ilies et al., 2005; Karatepe & Karadas, 2015). Therefore, these characteristics and actions of the authentic leaders are vital in fostering collective hope and in turn this builds team PsyCap.

Kirkman and Rosen (1999) added that when leaders ask employees for ideas, the employees gain confidence in their abilities. So this method of exchange of information gives employees a chance to develop their collective intuition and to learn from each other (Ngo, Loi, & Foley, 2013; Walumbwa et al., 2011). Similarly, optimism can be obtained by modeling (Peterson, 2000) and so authentic leaders can have an influence on employee optimism by increasing awareness and understanding of the employees about the importance of team goals and accomplishment. In this way an authentic leader can model favorite behavior. Drawing from this theoretical, empirical, and practical literature, we derive the following hypothesis:

H2a: Team PsyCap moderates the relationship between authentic leadership and employee cynicism, such that the relationship will be strengthened when team PsyCap is high.

2.8.2 Authentic Leadership, Team PsyCap, and Tolerance to Workplace Incivility

Historically, the emphasis of the management has been to increase positive workplace behaviors (e.g., organizational citizenship behavior, innovative work behavior, task and job performance, and organizational commitment) and decrease negative workplace behaviors (e.g., counter-productive work behavior, withdrawal and burnout, emotional exhaustion, workplace aggression, moral distress, and emotional disengagement) by reducing or eliminating negative employee characteristics such as lack of integrity (Berry, Sackett, & Wiemann, 2007), lack of ethical and moral perspective (Moore et al., 2012; Prottas, 2013), and disrespecting attitudes (Smidts, Pruyn, & Van Riel, 2001). However, practitioners and academicians shifted the paradigm from focusing on weaknesses and negative attributes of employees towards the development of their strengths (Luthans & Youssef, 2007).

Particularly, the phenomenon of developing positive psychological resources as a team has received considerable attention in understanding the mechanism through which workplace behaviors can be better understood (Dawkins, Martin, Scott, & Sanderson, 2013; Roberts, Scherer, & Bowyer, 2011). Cheung, Tang, and Tang (2011) argue that PsyCap moderates the effects of emotional labour and burnout with job satisfaction. Roberts, Scherer, and Bowyer (2011) found that employees with higher levels of PsyCap display less incivility than those with lower levels of PsyCap.

Extending these findings and applying PsyCap at team level, it is reasonable to believe that team PsyCap will moderate the relationship between authentic leadership and tolerance to workplace incivility. They also confirmed that PsyCap moderates the relationship between stress level such that employees with higher levels of stress display more uncivil behaviors. When teams are high in PsyCap, they tend to become less tolerant to workplace incivility due to the fact that if team members endure such uncivil behaviors, the social contagious effect of an individual's act of workplace incivility can prove detrimental to the team performance as well as individual performance (Dawkins, Martin, Scott, & Sanderson, 2013).

Members of the team also realize that authentic leaders under which they are striving to achieve group goals provide them with an organizational culture of transparency, justice, and mutual respect, all of which, may further the effect of authentic leadership on tolerance to workplace incivility (Dawkins et al., 2015). If any uncivil behavior is tolerated or avoided, other members of a team may try to keep intact the dynamics of the team in terms of hope, resilience, optimism, and efficacy.

On the contrary, if a team is already low in PsyCap, the incidence of tolerating uncivil behaviors may further aggravate the negative effects, as the individuals as a group are already low on hope, optimism, efficacy, and resilience. Another plausible explanation for the moderating role of team PsyCap in explaining the relationship between authentic leadership and tolerance to workplace incivility is that teams high in PsyCap are more hopeful that negative situations are temporary and should not affect positivity.

Team PsyCap makes individuals efficacious that they have necessary abilities and skills to deal with negative situations, optimistic that there is always a room for improvement in current circumstances, and display resilience when negative circumstances and stressors occur. The relationship between authentic leadership and tolerance to employee's uncivil behaviors is further strengthened when traits of authentic leaders interact with positive psychological capital resources of teams. So, they deal with the constraints and stressors, and adapt to stressful situations and respond with positive, rather than negative behaviors, thus not showing any propensity to workplace incivility, much better than teams with low PsyCap (Moore et al., 2012). They have strong psychological resources to cope with negative situations such as workplace aggression, incivility, emotional exhaustion, and abusive supervision. They always take positive side of every situation (Woolley, Caza, & Levy, 2011); remain calm and hopeful when negativity prevails; deal with optimism even if the circumstances are tough or against their desires; strongly believe on their own abilities and capacity to deal with difficulties; try to keep consistency and resilience in case of any aggressions or rudeness from co-workers, customers, or other stakeholders.

Moore et al. (2012) suggest that when a team's positive psychological resources are combined with the traits of authentic leadership who are supportive, loyal, transparent, open, self-aware, and helpful, the interaction would further decrease the tolerance to workplace incivility. The relationship between authentic leadership and tolerance to employee's uncivil behaviors is further strengthened when traits of authentic leaders interact with positive psychological capital resources of teams.

So, they deal with the constraints and stressors, and adapt to stressful situations and respond with positive, rather than negative behaviors. As a result, they should reduce workplace incivility to a higher level regardless of whether they are led by a more or less authentic leader. In contrast, low PsyCap teams depend more on the positive development provided by AL in order to be intolerant to workplace incivility than their high PsyCap counterparts.

On the basis of above theoretical arguments, it is justifiable to hypothesize:

H2b: Team PsyCap moderates the relationship between authentic leadership and tolerance to workplace Incivility such that the relationship will be strengthened when team PsyCap is high.

2.8.3 Authentic Leadership, Team PsyCap, and Job Search Behavior

Team PsyCap is proposed to moderate the effect of authentic leadership on job search behavior. There are reasons to believe that team PsyCap would moderate this relationship. Team PsyCap makes individuals efficacious that they have necessary abilities and skills to deal with negative situations, optimistic that there is always a room for improvement in current circumstances, and display resilience when negative circumstances and stressors occur. Literature makes it clear that intentions to quit reflect an attitude about leaving the organization (behavioral intentions).

Job search behaviors reflect actual behaviors contributing toward turnover. Drawing from related research findings for each component of team PsyCap, as well as studies that suggest individuals working in supervision of authentic leaders are more likely to deal effectively with stress if collective PsyCap is high than those who experience low PsyCap (e.g., Luthans & Jensen, 2005).

The current research explored the moderating role of team PsyCap on the link between authentic leadership and job search behavior. Teams with high PsyCap are optimistic about their future and believe in their ability to succeed. So, individual member working in those teams are more likely to take charge of their fate in current jobs (Seligman, 1998). Moreover, high optimism and resilience make employees select challenging jobs (Bergheim, Nielsen, Mearns, & Eid, 2015) and they persevere to succeed even when they face challenges (Stajkovic & Luthans, 1998a) and do not opt to quit.

Resilient teams are more likely to adapt to the environment and also recover from negative experiences in the organization. Hence, the intention to quit does not develop. Finally, employees with high hope are more likely to take numerous paths to succeed in their job, this further decreases their intention to quit or search for another job. There may be cases, where looking for alternatives is the best option for an employee, but those working in teams where hope is prevalent would prefer to pursue positive outcomes rather than avoid negative outcomes. We suggest that team PsyCap will act as a boundary condition of the relationship between AL and employee job search behavior. Research suggests that team PsyCap will facilitate our understanding of the relationship between leaders and followers (Aye et al., 2010; Brown & Trevin, 2009).

When individual work in teams having high PsyCap, they tend to be more satisfied and socially connected to others. This leads to increased job embeddedness of employees (Nafei, 2015). As the level of embeddedness increase, research shows that job embeddedness is negatively related with turnover intentions (e.g., Allen, 2006).

Team PsyCap can decrease follower job search behavior through stronger feeling of self-efficacy that is found to decrease perceived stress and foster active coping and positive thinking (Shen, 2009). This is further confirmed by Bandura (2008) according to which employees' daily realities are fraught with difficulties (that is, stressors), and an optimistic, hopeful, and resilient sense of efficacy is needed for well-being. In the same vein, team's attribution style optimism helps followers to perceive a positive event as permanent and a negative event as temporary (Min, Kim, & Lee, 2015). Authentic leaders foster positive self-development through highly developed organizational context and positive psychological capacities. The collective willpower of the team to reach its goals (hope) also contributes positively to curb the negative effects of follower's burnout and job search behavior (Avey et al., 2009; Paek et al., 2015).

Finally, the capacity to recover from negative events (resilience) is viewed as one of the important conditions to deal with workplace job search behavior (Luthans, 2002). In the same vein, team's attribution style optimism helps followers to perceive a positive event as permanent and a negative event as temporary (Min, Kim, & Lee, 2015).

Authentic leaders foster positive self-development through highly developed organizational context and positive psychological capacities. Therefore, teams high in psychological capital are expected to more likely meet challenge stressors confidently under authentic leaders and less likely to experience negative emotions such as job search behavior; hence moderating the effect of AL on followers' job search behavior.

Based on the above arguments, it can be hypothesized that:

H2c: Team PsyCap moderates the relationship between authentic leadership and job search behavior such that the relationship will be strengthened when PsyCap is high.

2.9 Conclusion

This chapter has explored, summarized and critiqued the literature surrounding authentic leadership, employee cynicism, tolerance to workplace incivility, job search behavior, and PsyCap. The history as well as the definition of each of the respective constructs was explicated in this chapter. Authentic leaders foster positive self-development through highly developed organizational context and positive psychological capacities. Walumbwa, et al., (2008, p. 94) comprehensively defined authentic leadership as “a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information and relational transparency. Tolerance to workplace incivility refers to an organizational culture marked by norms and practices that either avoids or supports perpetrators’ uncivil behaviors and workplace incivility.

Cynicism refers to an individual’s distrust of organizations, leaders, and other things at the workplace, as well as, an inclination towards negative attitudes of contempt, disbelief, pessimism, skepticism, frustration, suspiciousness, hopelessness, and disillusionment. Walumbwa, et al., (2008, p. 94) comprehensively defined authentic leadership as “a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information and relational transparency.

Psychological capital is defined as “one’s positive psychological state of development that 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 expectation: optimism, about succeeding now and in the future; (3) persevering toward goals and, and when necessary, redirecting paths to goals: hope, in order to succeed; and (4) when overwhelmed by problems and difficulty, sustaining and bouncing back and beyond resilience, to attain success.”

The review of the literature included a summary of the antecedents and consequences. Then, the arguments for each of the proposed hypotheses were given in detail. There were six hypotheses and each was presented with strong theoretical and empirical support. The next chapter will discuss in detail how these hypotheses will be tested and the methodology of this study. The earlier stated judgments and discussions led to the suggestion of the conceptual model depicted in Figure 1.

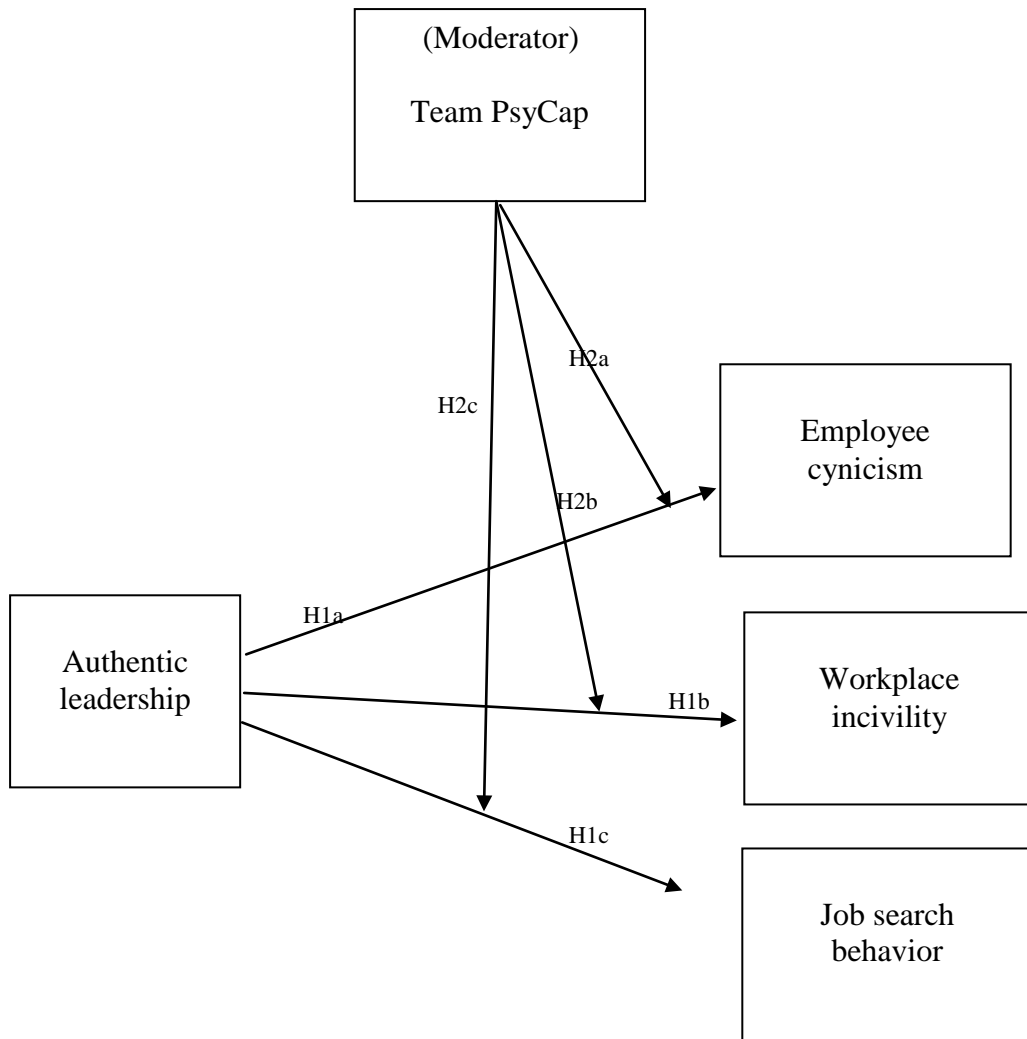


Figure 2: Conceptual Model

Chapter 3

METHDOLOGY

3.1 Introduction

This chapter describes the methodology and research design adopted by the study to explore the effect of authentic leadership on employee cynicism, tolerance to workplace incivility, and job search behavior and also to test the moderating roe of collective psychological capital on these relationships, among hotel employees working in various four and five star hotels in Jordan. In section 3.1 an overview of the sampling strategy will be provided. Section 3.2 will describe the operationalization of the studied variables (authentic leadership, employee cynicism, tolerance to workplace incivility, job search behavior, collective psychological capital).

This will be followed by section 3.3, which comprises of the analytic methods used in this study. So, this chapter provides information about the proposed research methodology, research design and approach, sample size, instruments, and data collection procedures. The author provided a succinct information concerning the sampling approach and why it was chosen in this dissertation. Subsequently, procedures and instruments used in data collection were discussed in depth and a succinct description of analytic methods and approach utilized were discussed.

3.2 Sample and Procedure

Collecting data related to a subsection of a definite population ,it might be accessible and proficient .With the benefit of probability sampling method such as simple random technique, more specifically, randomization. According to Chaudron and Carlier (2015) participants who are in larger group have the same chance to be choosed or selected in the subsections which will be utilized for the study.

Randomization suffers from several demerits e.g., "the selection of sample becomes impossible if the units or items are widely dispersed", "it cannot be employed where the units of the population are heterogeneous in nature - redundant and monotony", it also "lacks the use of available knowledge concerning the population" and "randomization is known to carry larger errors from the same sample size than that are found in stratified sampling". Finally, the cost of random sampling is too high, moreover the target sample in this study are employees working at international hotels.

Three Jordan hotels have already been classified under the new system, and a team of ten assessors are now working their way around the country to reclassify all of the hotels in the country”. This shows that management and employment strategies in international hotels are somewhat homogenous. The main “objective of convenience sampling is to collect information from participants who are easily accessible to the researcher.

Convenience sampling is a type of non-probability sampling technique that is used by researchers depending upon the purpose of the research. As population consists of every subject of research, it is often difficult for researchers to access or collect data

from every case that is included in the research (Cresswell & Plano Clark, 2011). In the present study, the population consists of every possible employee who is working in four and five star hotels in Jordan. It is arduous to collect responses from every employee of these hotels. Therefore, the researchers select a portion of the population or a subset of the whole population. However, sample should be selected such that it closely represents the characteristics of the population. Every researcher wants to employ a sampling strategy that is as close as possible to the characteristics of the population. Among various sampling strategies, this study uses convenience sampling technique for following reasons. First, usually convenience sampling is used in situations where the availability of the subject at a given time is present.

Moreover, due to easy accessibility of the subject, willingness of the respondent to participate in data collection, and geographical proximity, researchers use convenience sampling technique (Cresswell & Plano Clark, 2011). In the current study, we used convenience sampling because we were interested in collecting data from the employees who were present and accessible at the time of data collection. Since the questionnaires were distributed to those employees who were present in their respective organizations, so we did not include those employees who were on leave, absent, or away due to some commitments to fulfill. Another important reason to employ convenience sampling is the fact that this questionnaire was long and included sensitive information about leadership and negative behaviors of an individual. Not everyone is willing to give his/her opinion on such sensitive issues (Cresswell & Plano Clark, 2011). Especially, people do not want to talk about negative side of their personalities and behaviors. Leadership is also a sensitive issue for most of the employees working in organization. Some employees do not engage in filling the questionnaires because of they feel it to be incentive less. So, because of

these reasons, we had to use convenience sampling technique. We contacted those respondents who were willing to give their opinions on these sensitive issues such as leadership, cynicism, Tolerance workplace incivility and job search behavior.

Relying on the extant evidence and the research context, a convenience sampling technique was employed in this study. The sample consisted of 45 intact teams consisting of 331 employees from international hotels in Jordan. The survey originally was founded in English, so it was back translated to Arabic language by two linguistic specialists as recommended by Perrewe et al. (2002). A pilot study was carried out with 15 employees hotel, the outcomes from the pilot study indicate that the questionnaire were entirely understood by the employees. Podsakoff, MacKenzie, Paine and Bachrach (2003) suggested that using a chronological separation through time lag in order collecting data, aid to diminish the possible threat of the common method bias. As such, the researcher utilized a longitudinal method in order to collect data.

3.2.1 Time 1

Five hundred questionnaires were distributed at time 1. Each employee received a survey packet containing a cover letter from the researchers requesting their participation. The cover letter explained the purpose of the study, and the approval of the hotel management. We also provided assurances of confidentiality to reduce the potential threat of common method bias as suggested by Podsakoff et al. (2003). The respondents were explained in detail about the purpose of this study and they were ensured anonymity so that true responses could be recorded.

We also informed the employees that they would receive another short survey in approximately 2-weeks' time. At time 1, AL, collective PsyCap and demographic

data were collected. Only 398 valid questionnaires were returned, resulting in 79% response rate.

3.2.2 Time 2

Approximately 2 weeks later, the employees who completed the time 1 (n=398) survey were given a second questionnaire that assessed employee cynicism, Tolerance to workplace incivility, job search behavior and demographic data. A total of 344 questionnaires were returned, resulting in 86% response rate (about 6 to 10 employees from each group) completed the surveys at Time 2. Identification number assigned enabled the researchers to match the questionnaires with each other. Only 331 responses were used for data analysis due to missing data. Response error was examined by evaluating the demographic data (gender, age, and work experience) of those who returned surveys at Time 1 and those who did not respond at Time 2 (Collier, & Bienstock, 2007). No significant differences were detected.

3.3 Measurement

The below sections will explain in detail about the operationalization of the studied variables. This study used standardized, well-validated, and highly reliable scales from previous studies to measure these variables. Likert scales were used on which respondents rated their opinions from strongly disagree to strongly agree. These scales are often used when the purpose of the research is to record opinions and quantify concepts.

3.3.1 Authentic Leadership

AL was measured via 14 items adopted from (Neider & Schriesheim, 2011). The term 'leader' means an employee's immediate or direct supervisor. Sample item includes "My leader asks for ideas that challenge his/her core beliefs". Response

choices ranges from 1= strongly disagree to 5= strongly agree. Higher scores indicate higher perception of authentic leadership.

3.3.2 Collective PsyCap

This construct was measured via 8 items adopted from (Walumbwa et al., 2011). Each of the four resource components of PsyCap were represented by two items. Sample item includes “Members of this group confidently contribute to discussions about the group's strategy”. Response choices ranges from 1= strongly disagree to 5= strongly agree . Higher scores indicate higher perception of collective psychological capital.

3.3.3 Employee Cynicism

Employee cynicism was measured via 11 items adopted from (Kim, 2009). Sample item includes “I believe top management says one thing and does another”. Response choices ranges from 1= strongly Disagree to 5= strongly Agree. Higher scores indicate higher perception of cynicism belief among employees.

3.3.4 Tolerance for Workplace Incivility

Tolerance for Workplace incivility was assessed via 4 items adopted from (Hulin et al., 1996; Martin & Hine, 2005; Loi et al., 2015) uncivil workplace behavior study. Sample item includes, “what would likely happen if you made a formal complaint against a co-worker who engaged in the following behavior? For example, repeatedly treated you in overtly hostile manner (e.g. spoke to you in aggressive tone of voice, made snide remarks to you, or rolled his or her eyes at you)”. Response choices ranges from 1=nothing to 5= there would be very serious consequences. Higher scores indicate high level of belief by employees related to managerial tolerance for workplace incivility.

3.3.5 Job Search Behavior

Employee's perception about job search behavior was measured via 10 items adopted from Blau (1994) study. Participants were asked to indicate how much time they had spent in the last four months on several preparatory and active job search activities. Sample item include "made inquiries/read about getting a job". Response choices range from 1 = no time at all to 5 = very much time. Higher scores indicate higher level of job search behavior.

3.4 Analytic Methods and Approaches

IBM SPSS AMOS version 20.0 used for data analyses. Using structural equation modeling (SEM) technique, a confirmatory factor analysis (CFA) carried out. This is because CFA is "a statistical technique used to verify the factor structure of a set of observed variables" as noted by Harrington (2008). According to Hair et al. (2010), "the basal factor why SEM is important is because of its rigorous nature in comparison to linear regression methods". Bagozzi and Yi (1988) added that CFA assist scholars and researchers in identifying and determining construct validity (i.e., convergent, discriminant, and nomological validity). Convergent validity "is the unison that exist between scale items of the same construct (Churchill, 1979), this can be measured by evaluating the standardized factor loadings, and composite reliability (CR) of any given construct (Hair et al., 1998). Whereas discriminant validity refers to the absence of concord between the scale items of the different construct. According to (Kline, 2005), discriminant validity can be observed by through (1) average variance extract (AVE) explained by each latent variable, and (2) by analyzing correlation coefficients between the proposed variables.

Kline (2005) argued that if the value does not exceed .85 then there is evidence of discriminant validity and vice versa. Next, Cronbach's alpha (α) will be used in assessing the scale reliability (Cronbach, 1951) as most researchers have done and are still doing". Common method variance (CMV) is the "variance that is attributable to the measurement method rather than to the constructs the measures represent" (Podsakoff et al., 2003, pg. 879). Podsakoff et al. (2012) put forward several procedural and statistical remedies by which researchers could implement to eliminate the potential threat of CMV. This dissertation employed both procedural and statistical. First, Podsakoff et al. (2012) proposed a single factor model, in which all the scale items are forced to load on single factor, such that the model fits are expected to be poorer than the original model. Second, it is important to recall that during data collection the author assured the anonymity of the respondents, in order to diminish social desirability bias which in turn lead to measurement error that may result to CMV.

Together with the procedure approach employed, this study seeks to reduce and diminish the effect of CMV on the research outcomes. Following the recommendation by the aforementioned scholars, the author tested for CMV statistically by comparing the model fit indices of a single factor to that of the measurement model." In statistics correlation analysis is utilize to identify the propensity of relationship between two or more variables, this is achieve by showing the degree of linear dependence between two or more variables. Correlation analysis is useful in establishing nomological validity as noted by (Hair et al., 2010). Relying on the above evidence, the author used Pearson correlation analysis to ascertain the linear dependency between the variables of the measurement model.

As mentioned earlier, “SEM was chosen due to the nature of the study model. Consequently, this study utilized the moderating effects following prominent scholars” (e.g., Aiken & West, 1996; Jacob, Patricia, Aiken, & West, 2003). Furthermore, the effects of the interaction term will be assessed to see if there is a change in the explained variance, graphical representation of the moderating effects will be presented with the aid of statistical analysis tool developed by Gaskin (2012).

3.5 Demographic Variables

The average age of the participants was about 35 years, and 63 per cent were males; 51 per cent receive monthly income between 400 and 599 Dinar, 33 per cent receive more than 600 Dinar and the rest less than 400 Dinar. Over 70 per cent of employees had at least associate degrees or higher. About 87 per cent had been with the hotel from 4 to 6 years, 49 per cent between 1 and 3 years, 20 per cent for less than a year and the rest had been with the hotel for more than 6 years. More detail information concerning the distribution of the demographic is given in Table2.

Table 2: Respondents' Profile

	Frequency	Percentage
<i>Gender</i>		
Male	208	62.8
Female	123	37.1
Total	331	100.0
<i>Age</i>		
Below 25	132	39.9
25 – 34	140	42.3
35- 44	55	16.6
45- 54	3	.9
55 and Above	1	.5
Total	331	100.0
<i>Income in Dinar</i>		
Below 200	3	.9
200 - 399	53	16.0
400 – 599	167	50.5
600 and Over	108	32.6
Total	331	100.0
<i>Education</i>		

High school	96	29.0
Some college degree	149	45.0
Bachelor's degree	86	26.0
Total	331	100.0

Tenure/Experience

Less than a year	67	20.2
1 – 3 years	96	49.2
4 – 6 years	124	86.7
Above 6 years	44	26.0
Total	331	100.0

Notes: One Jordanian Dinar =1.42 USA dollar

3.6 Conclusion

This chapter explained the methodology and research design used for this study. The quantitative methods were used and convenience sampling strategy was employed to gather the data. The data were collected from employees working in hotels based in Jordan. The variables were operationalized on the basis of previous well-validated studies and all items were measured on a 5 point Likert scale from 1 = strongly disagree to 5 = strongly agree.

Chapter 4

RESEARCH FINDINGS

4.1 Introduction

This chapter presents the findings of this study. The aim was to examine the effect of authentic leadership on employee cynicism, tolerance to workplace incivility, and job search behavior and also to explore the moderating role of collective psychological capital on these relationships. Through the use of descriptive statistics, Pearson's correlation coefficients, and regression analyses, findings showed that our hypotheses were supported. The researcher illustrates in detail the type of quantitative analyses conducted in this thesis and how it was conducted. This chapter also presents and explains how the reliability and validity of instruments used was achieved alongside the criterion employed. Other aspects of the study that will be presented in this chapter include model fit indices, common method bias, correlation analyses, mediation analyses and interaction analyses.

4.2 Data Analyses

Prior to measurement model and its proposed hypotheses, the researcher examined the topology of the scale items, more specifically, an attempt to ascertain the reliability and validity of the scale items, and to confirm that the survey items truly captures the intended research phenomenon, and/or the items loads on the predicated theoretical factor structure respectively.

To achieve this objective, the researcher conducted CFA with a five factor measurement model as follows: Authentic leadership, Collective psychological capital, Employee cynicism, Tolerance to workplace incivility and job search behavior.

4.2.1 Confirmatory Factor Analysis

All measures were subjected to CFA to provide support for the issues of dimensionality, convergent and discriminant validity. Several goodness of fit indices were evaluated namely; chi-square statistic ($X^2=1941.5$, $d.f=762$, $p<.001$), goodness-of-fit indices (GFI = .80, values close to 1 indicate a very good fit) as suggested by (Tanaka & Huba, 1985), the normed fit index (NFI = .87, values close to 1 indicate a very good fit) as suggested by (Bentler & Bonett, 1980), the comparative fit index (CFI = .92, values close to 1 indicate a very good fit) as suggested by McDonald and Marsh (1990).

Root mean square error of approximation (RMSEA = .068, values < .08 indicate a very good fit) as suggested by (Browne & Cudeck, 1993), and the X^2 re-estimate test (CMIN/DF = 2.5, values > 1 and < 5 were accepted) as suggested by Wheaton, Muthén, Alwin and Summers (1977). The goodness of fit indices and chi-square value for the 5 item model yielded a moderate fit, whereas one item model yielded a poorer fit as presented in (Table 3). In addition the change in chi-square was significant enough to shows that the potential threat of common method bias seems not to be an issue (Podsakoff et al., 2003). Study measures were well-validated instruments. Confirmatory factor analysis was conducted to examine the factor structure of the instruments in this sample. All instruments demonstrated reasonable to good model fit using standard fit indices. Internal reliability of each scale was also examined using Cronbach's alpha. Prior to conducting hypothesis testing, the

measures were assessed to ensure the constructs in the study met the assumptions of parametric statistics.

4.2.2 Test for Research Hypotheses

First, measures were assessed for normality. Based on assessments of both skewness and kurtosis (whether values fall in the range of very good, +/-1, though up to +/-2 is also usually acceptable), it was found that all measures met the assumptions of normality. Another assumption of parametric statistics is homoscedasticity (homogeneity of variance). The Levene statistic was applied to each construct and these variables fell within the constraints fitting the assumption of homoscedasticity. That is, the probability of the Levene Statistic for each study variable was $p > .05$.

Table 3: Model test for fitness

Variables	Pair Variables	χ^2	df	$\chi^2/df \Delta \chi^2$	GFI	CFI	NFI	RMSEA
Single factor model		9773.9	779	12.6	.35	.37	.35	.187
Authentic leadership	Employee cynicism Workplace Incivility Job search behavior Collective PsyCap	1941.5	762	2.5	.80	.92	.87	.068

The result of CFA is reported in Table 4, all the retained factor loadings exceeded .50 following prior scholars (Bagozzi, 1980; Bagozzi & Heatherton, 1994; Bagozzi, & Yi, 1988). For instance, authentic leadership was measured with 14 items, two items were eliminated as a result of low factor loadings, and the retained items loading ranged from .50 to .98. Collective psychological capital was measured with 8 items, all the items loaded cleanly ranging from .59 to .80. Employee cynicism was captured with 11 items, two of the items were deleted as a result of low loading, and other items loading ranged from .51 to .82. The four items used in measuring tolerance for workplace incivility items loaded cleanly ranging from .61 to .81 and two items were eliminated from job search behavior, the retained items loading ranged from .60 to .81.

4.2.3 Reliabilities of Studied Variables

The means and standard deviations of the measurement items were all significant, together with the high factor loadings satisfies convergent validity as noted by (Anderson & Gerbing, 1988). Overall, this does provides evidence of convergent validity among our measures. Cronbach's alphas for the research variables were all above the benchmark of 0.70, this satisfies the criteria for internal consistency and reliability of the measures (Nunnally, 1976). Following Fornell and Larcker (1981) and Kline's (2005) discriminant validity criterion, I assessed CR and AVE values, the CR values of the variables were all above the benchmark of .60 (Hair et al., 2006); additionally, the AVE were also above the cut-off .50. Taken together all this, the outcome satisfies and suggests discriminant validity of the measures.

Table 4: Psychometrics Properties of the Measures

Scale items	Loadings	Mean (SD)
Authentic leadership ($\alpha = .96$; $CR = .95$; $AVE = .63$)		
<i>Relational Transparency</i>		
“My leader clearly states what he/she means”	.97	2.42(1.26)
“My leader openly shares information with others”	.98	2.41(1.25)
“My leader expresses his/her ideas and thoughts clearly to others”		
<i>Self-Awareness</i>		
“My leader shows that he/she understands his/her strengths and weaknesses”	.95	2.44(1.24)
“My leader describes accurately the way that others view his/her abilities”	.56	2.29(1.40)
“My leader is clearly aware of the impact he/she has on others”.	.61	2.19(1.38)
<i>Internalized Moral Perspective</i>		
“My leader shows consistency between his/her beliefs and actions”	.98	2.36(1.27)
“My leader is guided in his/her actions by internal moral standards”	.*	
“My leader uses his/her core beliefs to make decisions”	.55	2.12(1.24)
“My leader resists pressures on him/her to do things contrary to his/her beliefs”	.58	2.23(1.38)
<i>Balanced Processing</i>		
“My leader asks for ideas that challenge his/her core beliefs”	.99	2.39(1.26)
“My leader objectively analyzes relevant data before making a decision”	.50	2.46(1.46)
“My leader encourages others to voice opposing points of view”	.96	2.42(1.25)
“My leader carefully listens to alternative perspectives before reaching a conclusion”	.56	2.11(1.24)

Notes: CR, composite reliability; AVE, average variance extracted; α , Cronbach’s alpha; -* dropped items during confirmatory factor analysis.

Table 4 : Psychometrics Properties of the Measures (cont'd)

Scale items	Loadings	Mean (SD)
Collective PsyCap Strength ($\alpha = .91$; $CR = .91$; $AVE = .56$)		
“My team mates confidently contribute to discussions about the group's strategy (Efficacy)”	.78	1.69(.63)
“My team mates confidently represent our work area in meetings with senior management (efficacy)”	.79	1.79(.65)
“My team mates think of many ways to reach work goals (Hope)”	.80	1.72(.62)
“My team mates see themselves as being pretty successful at work (Hope)”	.76	1.72(.63)
“My team mates usually take stressful things at work in stride (Resiliency)”	.59	1.79(.65)
“My team mates usually manage difficulties one way or another at work (Resiliency)”	.77	1.70(.65)
“My team mates are optimistic about what will happen to them in the future as it pertains to work (Optimism)”	.70	1.82(.65)
“My team mates always look on the bright side of things regarding their job (Optimism)”	.80	1.69(.61)
Employee Cynicism ($\alpha = .90$; $CR = .89$; $AVE = .50$)		
“I believe top management says one thing and does another”	.61	4.15(1.22)
“Top management’s policies, goals, and practices, seem to have little in common”	.51	3.82(1.03)
“When top management says it is going to do something, I wonder if it will really happen”	.78	4.03(1.07)
“Top management expects one thing of its employees, but rewards another”	.70	3.98(1.17)
“When I think about top management, I feel irritation”	.62	3.95(1.03)
“When I think about top management, I feel aggravation”	._*	
“When I think about top management, I feel tension”	.71	4.26(.96)
“When I think about top management, I experience anxiety”	.68	4.15(1.01)
“I criticize top management’s practices and policies with others”	.82	4.19(.99)
“I often talk to others about the way things are run at top management”	._*	
“I complain about how things happen at top management to friends outside the organization”	.78	4.15(1.05)

Notes: CR, composite reliability; AVE, average variance extracted; α , Cronbach’s alpha; -* dropped items during confirmatory factor analysis.

Table 4: Psychometrics Properties of the Measures (cont'd)

Scale items	Loadings	Mean (SD)
Tolerance for Workplace incivility ($\alpha = .83$; CR=.83; AVE=.55)		
“Repeatedly gossiped about you to other co-workers”	.73	2.19(.70)
“Regularly withheld important information relevant to your job and/or excluded you from key decisions”	.80	2.13(.64)
“Repeatedly invaded your privacy (e.g. read communications addressed to you, took items from your desk, or opened your desk drawers without permission)”	.81	2.13(.70)
“Repeatedly treated you in overtly hostile manner (e.g. spoke to you in aggressive tone of voice, made snide	.61	2.15(.69)
Job search behavior ($\alpha = .88$; CR=.88; AVE=.50)		
“Made inquiries/read about getting a job”	.64	3.39(1.14)
“Prepared/revised resume”	.69	3.59(1.20)
“Read classified/help wanted advertisements”,	._*	
“Talked with friends or relatives about possible job leads”,	.61	3.49(1.19)
“Spoke with previous employers or business acquaintances about possible job leads”,	.69	3.79(1.21)
“Visited job fairs, contacted employment agencies”	._*	
“Looked for jobs on the internet”	.70	3.69(1.37)
“Made inquiries to prospective employers”	.813	.66(1.34)
“Sent out application letters/filled out job applications”	.60	3.48(1.29)
“Gone on a job interview”	.75	3.70(1.30)

Notes: CR, composite reliability; AVE, average variance extracted; α , Cronbach's alpha; -* dropped items during confirmatory factor analysis.

Table 5: Interrater Agreement Coefficients of Study Variables

Variables	ICC1	ICC2	F-value	ρ -value
Authentic Leadership	.64	.96	22.57	.00
Employee Cynicism	.46	.89	8.98	.00
Tolerance for Workplace Incivility	.55	.83	8.81	.00
Job Search Behavior	.49	.88	8.47	.00
Collective Psychological Capital	.56	.91	11.11	.00

Note: ICC1 – single measures; ICC2 – average measures

Since data was gathered from different hotels, which differs in many ways from management practices to workplace culture and employee practices. In other words this means that the current dataset contains an aggregation of variant Jordanian hotel employees. Prior scholars such as Fidell and Tabachnick (2007) highlighted that there may be specific and detailed differences. Therein, researchers are encourage to test their dataset before analyses as a precaution for false-positive and/or false-negative outcomes. Following James (1982) suggestion on how to justify the aggregation score statistically, an intra-class correlation (ICC) analyses was conducted to assess the level of agreement utilizing single and average measures.

Intra-class correlations analysis (ICC) with the aid of two-way mixed and absolute agreement definitions were used to assess the level of agreement between-groups that is whether groups can be differentiated on the variables under investigation. Single and average measures were reported. For AL (ICC= .64 & .96); collective PsyCap

(ICC= .56 & .91); employee cynicism (ICC= .46 & .89); workplace incivility (ICC= .55 & .83) and job search behavior (ICC= .49 & .88).

The F-value for ANOVA tests were all significant ($p < .01$). These results indicate that it was appropriate to analyze our data at the group level, because it appears that the effects observed in the present study are attributable to perceptions of employees and not necessarily due to the nature of the hotel branches. See Table 5.

4.2.4 Descriptive Statistics

The mean score, standard deviation and correlation coefficients of the research variables are presented in Table 6. I will discuss each relationship one by one. The estimated correlation between the variables is below 0.85 which does provide additional evidence for discriminant validity as recommended by (Kline, 2005). As predicted, the relationship between AL and employee cynicism was negative and significant ($r = -.12, p < .05$); workplace incivility ($r = -.19, p < .01$); and job search behavior ($r = -.20, p < .01$). Thus, this provides a preliminary support for hypothesis 1a, 1b, 1c. Prior scholars such as Fidell and Tabachnick (2007) highlighted that there may be specific and detailed differences. Therein, researchers are encourage to test their dataset before analyses as a precaution for false-positive and/or false-negative outcomes. Following James (1982) suggestion on how to justify the aggregation score statistically, an intra-class correlation (ICC) analyses was conducted to assess the level of agreement utilizing single and average measures.

Table 6: Means, Standard Deviations, and Correlations of Study Variables

Variables	1	2	3	4	5
1. Authentic Leadership	-				
2. Employee Cynicism	-.116*	-			
3. Tolerance for Workplace Incivility	-.190**	.002	-		
4. Job Search Behavior	-.204**	.200**	.224**	-	
5. Collective PsyCap	.024	-.015	-.118*	-.085	-
Mean	2.32	4.07	2.15	3.60	1.74
Standard deviation	1.07	0.77	0.57	0.93	0.50

Notes: Composite scores for each variable were computed by averaging respective item score.
 **Correlation is significant at the 0.01 level (two-tailed test); *Correlation is significant at the 0.05 level (two-tailed test)

Table 7: Regression Weights for Direct Effects

Variables	β	<i>t-value</i>	R^2	ΔR^2	<i>F</i>
Authentic Leadership → Collective PsyCap	.024	.430	.001	-	.185
Collective PsyCap → Employee Cynicism	-.015	-.270	.000	-	.073
Workplace Incivility	-.118	-2.16**	.014	-	4.66**
Job Search Behavior	-.085	-1.55	.007	-	2.39

Notes: ***Significant at the .001 level. **Significant at the .05 level. *Significant at the .1 level.

Table 8: Regression Weights for moderating effects

Variables	β (<i>t-value</i>)	R^2	ΔR^2	F
Step 1:				
Authentic Leadership -> Employee Cynicism	-.116(-2.13 ^{**})	.014	-	4.52 ^{**}
(Interaction Term)				
Authentic Leadership -> Employee Cynicism (Authentic Leadership * Collective PsyCap) -> Employee Cynicism	-.118(-2.15 ^{**}) .034(.618)	.015	.001	2.45 [*]
Step 2:				
Authentic Leadership -> T.Workplace Incivility	-.190(-3.51 ^{***})	.036	-	12.32 ^{***}
(Interaction Term)				
Authentic Leadership -> T.Workplace Incivility (Authentic Leadership * Collective PsyCap) -> Workplace Incivility	-.190(-3.50 ^{***}) .000(-.004)	.036	.000	6.14 ^{**}
Step 3:				
Authentic Leadership -> Job Search Behavior	-.204(-3.79 ^{***})	.042	-	14.3 ^{***}
(Interaction Term)				
Authentic Leadership -> Job Search Behavior (Authentic Leadership * Collective PsyCap) -> Job Search Behavior	-.206(-3.80 ^{***}) .034(.625)	.043 .014	.001 -	7.35 ^{***} 4.52 ^{**}
Notes: ***Significant at the .001 level. **Significant at the .05 level. *Significant at the .1 level				

4.3 Regression Analysis

The regression co-efficient shown in Table 8 indicates that the hypothesized model explicitly describes the role of the research variables in the study. The regression analyses were used to find out the effect of authentic leadership on employee cynicism, tolerance to workplace incivility, and job search behavior. As expected, AL has negative and significant impact on employee cynicism ($\beta = -.116$, $t = -2.13$). Thus, this provides a collateral **support for hypothesis 1a**. Hypothesis 1b states that AL is negatively related to workplace incivility, the relationship is significant ($\beta = -.190$, $t = -3.51$), and **hypothesis 1b received empirical support**. Hypothesis 1c states that AL is negatively related to job search behavior, the relationship is negative and significant ($\beta = -.204$, $t = -3.79$). Relying on this, **hypothesis 1c received empirical support**.

Following Aiken and West (1991) procedures the author tested the proposed moderating effect of collective psychological capital on the measurement model using moderated regression analyses: First, authentic leadership and collective psychological capital were standardized to reduce multicollinearity with the moderator (collective psychological capital). Next, “the standardized values was multiplied to produce the interaction terms. The author included the ‘main’ effects while modeling the moderating effects to prevent a biased estimate of the interaction terms” as recommended by (Jacob, Patricia, Aiken, & West, 2003). Please see TABLE 7. Hypothesis **1b** states that collective PsyCap will moderate the relationship between AL and employee cynicism, such that the negative relationship will be stronger when collective PsyCap is high.

The relationship is not significant ($\beta = .034$, $t = .618$) and is dampen by high collective PsyCap, as such, **hypothesis 1b was rejected**. Hypothesis 2b states that collective PsyCap will moderate the relationship between AL and workplace incivility, such that the negative relationship will be stronger when collective PsyCap is high. The relationship is not significant ($\beta = .034$, $t = .618$), but high collective PsyCap strengthened the negative relationship. Relying on this as well as the strength of the significant direct effect (collective PsyCap \rightarrow workplace incivility; $\beta = -.118$, $t = -2.16$) demonstrated in Table 7, **Hypothesis 2b received partial empirical support** (See Figure 2).

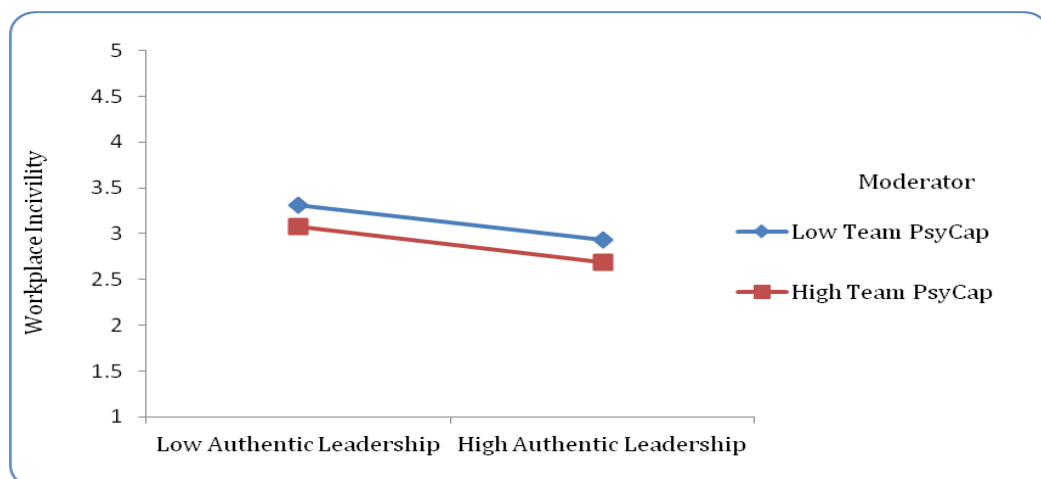


Figure 3: Interaction term for hypothesis 2b

Finally, hypothesis 2c states that collective PsyCap will moderate the relationship between AL and job search behavior, such that the negative relationship will be stronger when collective PsyCap is high. The relationship is not significant ($\beta = .034$, $t = .625$) and is dampen by high collective PsyCap, as such, **hypothesis 2c was rejected**. Overall, the findings of this study provide mixed support for the study hypotheses.

4.4 Conclusion

This study found out that authentic leaders do play an important role in curbing employee cynicism, job search behaviors, and workplace incivility. Authentic leadership negatively and significantly affects employee cynical behaviors. We also found that authentic leaders are not tolerant to workplace incivility and if employees engage in uncivil behaviors, the authentic leaders tend to stop such behaviors and display intolerance towards uncivil practices. Another important finding of this study was that authentic leadership helps employees to stay in organization and their searching for alternative jobs in other organizations decline considerably. The moderating role of collective psychological capital on these relationships could not find support and except for the relationship between authentic leadership and tolerance to workplace incivility, the moderating effect of collective psychological capital were rejected for employee cynicism and job search behavior.

Chapter 5

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter looks at the results obtained in detail and attempts to explain the results with reference to the work of other scholars. The chapter follows the order in which the hypotheses of the study were stated in chapter two. This study has attempted to establish the validity of a proposed alternative conceptualization of collective PsyCap, called “team PsyCap” and AL in Middle Eastern context. Also the study want to address the following research questions:

a) What is the relationship between authentic leadership and negative workplace outcomes of employee cynicism, tolerance workplace incivility, and job search behaviors of employees working in hospitality industry of Jordan?

b) To what extent does Team PsyCap moderates the relationship between authentic leadership and employee cynicism, tolerance workplace incivility, and job search behaviors?

5.2 Hypotheses

The research questions were used to develop hypothesis that could be help answer this. Based on the four research questions four hypothesis were developed. The hypotheses are as below:

H1a: Authentic leadership is negatively related to employee cynicism

H1b: Authentic leadership is negatively related to tolerance to workplace incivility.

H1c: Authentic leadership is negatively related to job search behavior

H2a: Team PsyCap moderates the relationship between authentic leadership and employees cynicism, such that the relationship will be strengthened when Team PsyCap is high

H2b: Team PsyCap moderates the relationship between authentic leadership and tolerance workplace Incivility such that the relationship will be strengthened when Team PsyCap is high

H2c: Team PsyCap moderates the relationship between authentic leadership and job search behavior such that the relationship will be strengthened when Team PsyCap is high.

5.3 Discussion

5.3.1 Authentic Leadership and Employee Cynicism

Regression was carried out to explore the relationship between AL and employee cynicism. And the result obtained from the data show that there is a statistically significant relationship between AL and employee cynicism. These results are in line with the results reported by Laschinger and Fida, (2014) who found that authentic leadership and cynicism are negatively related. As explained in the literature review (Section 2.7) when leaders are authentic the employees are more trustful of their leaders and this trust is extended to the organization (Davis and Gardner, 2004). Another line of reasoning is that authentic leaders communicate with their subordinates frequently and prevent alienation of the employees.

Cynicism and other aggressive behaviors often stem from alienation (Brandes & Das, 2006). Using the social contagion theory (DeGoey, 2000) authentic leaders are able to provide positive environmental cues about the organization to the employees and thus reduce or even prevent cynicism Brown and Mitchell (2010). Also authentic leaders are transparent and authentic and so are able to make the employees feel more valued and taken care of and thus negative behavior is minimized (Avolio, Gardner, Walumbwa, Luthans, & May, 2004). Authentic leadership is a positive leadership approach that supports the employee's relationship with work and this is an organizational resource that can be used to protect the employee from negative work outcomes like cynicism (Melchior et al., 1997; Zopiatis & Constanti, 2010).

Previously studies have explored the relationship between authentic leadership and cynicism (as a component of burnout). Researchers have explained this phenomenon and this relationship. Laschinger et al. (2012a) explained that authentic leadership reduced cynicism through higher empowerment levels. In another study, Laschinger, Wong, and Grau, (2012b) explained that authentic leadership reduces cynicism by reducing workplace bullying. This happens because AL is able to create an empowered environment where bullying is discouraged and this results in lower cynicism. Vahey et al. (2004) and Spooner-Lane and Patton (2007) have pointed out that supervisors play a very important role in lowering cynicism. They explained their results by arguing that when leaders are authentic they are more likely to be tuned in to the needs of the followers and so they ensure that resources are in place to meet all their needs for goal achievement. By ensuring that sufficient resources are available emotional exhaustion is low and consequently cynicism is also less likely. Eigel and Kuhnert (2005) also pointed out that it is when authentic leadership behaviors are developed they can prevent cynicism by the creation of supportive

work environments which are sensitive to employee needs. Westermann, Kozak, Harling, and Nienhaus (2014) and Awa et al. (2010) also pointed out that work-directed interventions like authentic leadership have a more lasting effect in reducing negative outcomes like cynicism.

5.3.2 Authentic Leadership and Tolerance Workplace Incivility

Data from the study showed that authentic leadership and tolerance for workplace incivility are negatively related to each other. Previous researchers have also reported similar results. This relationship had been proposed based on the research logic that it is the leaders who are responsible to curb and prevent incivility at work.

When the leaders fail to discourage the perpetrators, the employees feel insecure and fearful and their productivity falls (Ivancevich & Matteson, 2006). So the leader behavior determines the tolerance to incivility because the behavior of the leader is mirrored by the subordinates (Ivancevich & Matteson, 2006). Authentic leaders are fair and transparent in their dealings with the perpetrator, the employees also follow suit. Not just prevention but leaders can also influence if incivility is more or less, if leaders do not discourage or stop incivility it increases and spreads (Cortina et al., 2013). This further increases tolerance to workplace incivility. Also authentic leader takes strict action against the perpetrators preventing the compromise to the hope and optimism of employees. This also prevents the contagion of workplace incivility. This relationship had been proposed based on the research logic that it is the leaders who are responsible to curb and prevent incivility at work. And when the leaders fail to discourage the perpetrators, the employees feel insecure and fearful and their productivity falls. So the leader behavior determines the tolerance to incivility because the behavior of the leader is mirrored by the subordinates.

Also authentic leaders very clearly set forth acceptable behavior and this sets the norms for the employees (Porath & Pearson, 2013). In case there is a deviation they warn at first and then use coercion if necessary to prevent such behavior in the future. Also Squires (2010) have reported that authentic leadership creates a sense of empowerment in the employees and so they are less likely to engage in uncivil behavior. Previously also Boyatzis and McKee (2005) have also explained that authentic leaders can create positive work environment by giving employees access to resources need to succeed at the job and thus creating empowered employees.

These empowered employees are likely to deal with the incivility and show low tolerance to bad behavior at work. And researchers (Laschinger, Leiter et al., 2009; Smith et al., 2010) have also reported that empowerment and work place incivility are negatively related. Thus, suggesting that another mechanism by which authentic leader influence incivility is by empowerment.

5.3.3 Authentic Leadership and Job Search Behavior

The data from the study have shown that there is a significant negative relationship between authentic leadership and job search behavior. Ulrich et al., (2007) showed that when employees have poor work relations they develop an intention to quit and exhibit job search behavior. Extending this logic when work relations and the work environment are positive the employees are satisfied with their work and so do not engage in job search behavior because they have no intention to quit. Researchers (Kovner et al., 2007; Lavoie-Tremblay et al., 2008) have also shown that when work conditions are stressful people develop an intention to quit and so engage in job search behavior. Authentic leadership protects against workplace stresses and also maintains a positive work place thus preventing the employee from engaging in job search behavior.

One explanation of the results is based on the work of Beal and Beal (2016). He pointed out that authentic leadership that increases the commitment of the hospitality employees and therefore this reduces the intention to leave and the tendency to engage in job search behavior. Laschinger et al. (2012a) also suggested that authentic leadership increases job satisfaction that in turn decreases the intention to quit and thus the likelihood the employees will engage in job search behavior.

Dupre and Day (2007) also pointed out that positive leadership can prevent disengagement from the job. This disengagement results when the employee does not identify with the leader (Harter et al., 2002; Zatzick et al., 2003). Authentic leaders develop relationships with employees so that the level of engagement is high and so employees do not engage in job search behavior. Apart from this there are other unauthentic traits of leaders like lack of support, poor communication, prevalence of injustice, dishonesty, and insincerity, hiding information, etc. can also result in voluntary turnover (Freund, 2005). But authentic leaders believe and do the opposite, also they ensure that employees do meaningful work and so they do not develop an intention to quit.

Authentic leaders create a positive work environment in which the employees feel secure and enjoy their work and so they are attached to the organization and the job (Morgeson & Nahrgang, 2005). So, employees do not engage in job search behaviors. One of the reasons employees engage in job search behavior is when they feel that their interests are overlooked. Authentic leaders encourage self-development of the employees and non-development is one of the main reasons to engage in job search behavior. Apart from this authentic leaders also provide their employees with autonomy and acknowledge their perspectives and interests (Ilies et

al., 2005) making them loyal to the organization. Also authentic leaders build strong relationships with their subordinates and reduce voluntary turnover (Griffeth et al., 2000). Because the authentic leaders are able to influence follower satisfaction with the leader (Avolio et al., 2004), organizational citizenship behavior (Gardner et al., 2008), and perceived leader effectiveness (Woolley, Caza, & Levy, 2011).

5.4 Team PsyCap as a Moderator

The results of this study suggest that team PsyCap may not be as important as expected in moderating the negative relationship between AL and deviant behaviors. A significant moderating effect of team PsyCap was found only for the AL and tolerance to workplace incivility relationship. It can be considered that a “publication bias” for significant findings can limit the potential for critical analysis of construct validity, particularly in an emerging field of enquiry” (Matin et al., 2011, p 8). And Youssef and Luthans, (2011, p 358) explain: "even though some studies may yield no statistically significant findings, especially at restricted ranges of PsyCap, such findings may indicate the existence of thresholds, saturation points, trigger points or other discontinuities that the sampling approach utilized may have missed. These discontinuities are worth studying in and of themselves for a better understanding regarding the role of positivity and the contribution of PsyCap in the workplace in particular".

5.4.1 Team Psycap as a Moderator of the Authentic Leadership and Employee Cynicism

Data analysis revealed that there was no significant moderating effect of team PsyCap on the relationship between AL and cynicism. Essentially, if team PsyCap is high, the effect of AL on employee cynicism does not become more important

because authentic leadership is strongly related to cognitions and behaviors at the individual level. One explanation for the results is power distance. If employees are part of a hierarchy driven set up where the power distance is high, the influence of the leadership style i.e. authentic leadership would be more powerful than a co-worker driven construct like team PsyCap. Another explanation is based on the level of analysis. Researchers (Clapp-Smith et al., 2009; Waumbwa, et al., 2011; West et al., 2009) have shown that when conceptualized at the team level, PsyCap is able to explain variance in team level work outcomes but the same results are not always found for cross level analysis i.e. for individual level outcomes like cynicism. Thus, if team PsyCap is high, the effect of AL on employee cynicism does not become more important because authentic leadership is strongly related to cognitions and behaviors at the individual level.

5.4.2 Team PsyCap as a Moderator of the Authentic Leadership and Tolerance Workplace Incivility

Team PsyCap was only able to partially strengthen the negative relationship between AL and workplace incivility. The study found partial support for the moderating effect of team PsyCap on the relationship between AL and tolerance workplace incivility. The moderation relation was based on the reasoning that PsyCap plays a protective role against stressors in the workplace (Luthans & Jensen, 2005). Roberts et al. (2011) had reported that PsyCap moderated the relationship between stress and incivility such that those with high PsyCap were less likely to engage in uncivil behavior. Luthans and Jensen (2005) had also argued the PsyCap reduced the impact of negative work experiences and thus employees felt little or no reason to act out.

Based on the PsyCap theory it can be expected that when people have higher PsyCap, the team also has a higher PsyCap and a high level of self-confidence, hope,

optimism about work goals and a resilience to work related challenges and thus they will experience less stress and cynicism. The protective resource i.e. PsyCap mitigates the effects of workplace burnout and other negative work experiences (Luthans et al., 2007a; Luthans et al., 2007b). Roberts et al. (2011) had reported that PsyCap moderated the relationship between stress and incivility such that those with high PsyCap were less likely to engage in uncivil behavior. Luthans and Jensen (2005) had also argued the PsyCap reduced the impact of negative work experiences and thus employees felt little or no reason to act out.

Personal strength is contagious and as the team becomes strong it responds to work challenges more positively. Based on social contagion theory, this might be due to the fact that AL influences followers' attitudes and behaviors through the key psychological processes of identification, hope, positive emotions, optimism, and trust (Avolio & Gardner, 2005), leading to decrease tolerance workplace incivility. Another possible explanation might be that individual team members are influenced by the psychological states of other members (contagion effects) and hence teams may become similar in their affective states. Therefore, individuals might restrict themselves from displaying workplace uncivil behaviors under authentic leaders.

5.4.3 Team PsyCap as a Moderator of the Authentic Leadership and Job Search Behavior

An analysis of the data showed no significant moderating effect of team PsyCap on the AL and job search behavior relation. Researchers have suggested that PsyCap has a protective role against stressors and thus it leads to lower work stress. Avey et al., (2009) reported that when employees had high PsyCap they experienced low stress and consequently were less likely to leave their job. And thus, they would also be less likely to engage in job search behavior since there is no intention to leave. But

one explanation for the results could be that team PsyCap does not have any additive effect on the positive impact of AL on job search behavior. The leadership style has a significant impact on work outcomes like satisfaction (Jacques et al., 2015) and it is possible that the impact of authentic leadership behavior is overarching and so team PsyCap has no additive benefit and so no significant relationship was found.

5.5 Limitations and Future Research

This study is not without limitations. In the case of this study, no causal conclusions can be drawn. Specifically, neither experimental manipulation nor random assignment was part of the study design. This acts as a constraint when discussing the relationship. This study can be looked upon as a first step towards establishing the relationship between variables. Future researchers can adopt a random assignment design and see if the relationships can be differently captured.

Another notable limitation to this study is the use of a single information source. Individuals were asked to report on both the independent and dependent variables in this study. Podsakoff and colleagues (2003) noted that this common source bias can lead to inflated relationships. Thus, this study followed their recommendations to separate data collection of variables over time. This procedure can help minimize but obviously does not eliminate this limitation. Future research should also focus on experimental studies to establish the causal, directional impact of AL and negative behaviors through team PsyCap.

There are also some limitations associated with the research instruments included in the study. The instruments that are used in this study were developed in the Western context. They were not modified in any way for use in the Middle Eastern context.

Research has shown that measurement invariance and equivalence across cultures is questionable (Wernsing, 2014).

For example, the incivility is a subjective measure and individuals from different cultures define incivility differently (Leiter et al., 2011) so incivility varies between cultures (Montgomery et al., 2004). Also the results could be affected by the fact that some items were dropped from the job search behavior original questionnaire to reflect the uniqueness of the country and its recruitment trends. For example the item of “Listed yourself as a job applicant in a newspaper, journal or professional association” were dropped because was unusual ways to job search in the Arab world. Future researchers can either develop scales that are more culture specific and see if that has an impact of the results. It is also possible that using different instruments that focus on the different aspects of the variable in the study could yield different results.

Also this study captures data from a single industry(hotel). And each industry has its own unique characteristics and idiosyncrasies. In order generalizability of the findings, this study should be applied in other industries as well. Also only data from a single country are collected. In an industry like the hospitality sector, the country can have an effect on how the industry is set up and how it functions, so this context is important to keep in mind when drawing conclusions. Apart from this different countries have different characteristics like power distance that have an influence on the leader follower relationship. So future researchers can also carry out similar studies in countries with similar as well as different characteristics to generalize the findings. This study has explored a few deviant behaviors but future research can

also look into the effect of AL on other negative behaviors such as workplace bullying, stress, etc.

Future research can also study the impact of AL on different categories of deviant behaviours like interpersonal deviance and organizational deviance. Another important suggestion is to measure the effect of other related leadership constructs such as leader–member exchange, transformational, ethical and empowering leadership to assess if authentic leadership uniquely contributes to employee cynicism, workplace incivility, and job search behaviours.

5.6 Implications for Practice

Our findings support the notion that building authentic leadership skills among managers and strengthening hotel employee teams' psychological capital may be promising core strategies for reducing employee cynicism, tolerance workplace incivility, and alternate job search behaviors. By promoting PsyCap's agentic thinking, the employees may motivated that can enhance internalization, determination, and pathways thinking, which contradict with the 'giving up' and despair associated with tolerance workplace incivility and cynicism. Though the moderating effects of teamPsyCap could not be substantiated in this study, the managers must understand the additional benefits of boosting PsyCap (high self-efficacy, optimism, hope and resiliency) via intervention that function in a synergistic manner.

Authentic leaders should epitomize those qualities that they seek others to emulate. Analogously, authentic leadership development involves ongoing processes whereby leaders and followers gain self-awareness and establish open, transparent, trusting,

and genuine relationships, which in part may be shaped and impacted by planned interventions such as training (Avolio and Gardner, 2005).

This study adds to the relatively few studies linking authentic leadership practices to negative behaviours of employees such as cynicism and incivility. The hotel managers exhibiting authentic characteristics and behaviors may be instrumental in dealing with their subordinates' negative behaviors in highly challenging and stressful environments. The results also add to our knowledge of how team psychological capital, may interact with authentic leadership -via contagion influences - to affect the level of cynicism and tolerance workplace incivility of the hotel employees. These results confirm that PsyCap, which has been described as motivational propensity (Luthans, Avolio, Avey, & Norman, 2007), can help defuse undesirable attitudinal and behavioral outcomes.

In addition to psychological capital, the findings of this study in regard to authentic leadership also have several practical implications. First, authentic leaders have been found to be very effective in reducing the level of cynicism among their subordinates and given the strength of the negative relationship between AL and employee cynicism, hotels that wish to innovate continuously, perform total quality management activities round the clock, and accelerate change may significantly benefit from developing authentic leaders within their management ranks. Hotels are always trying to create unique customer experience for their guests, and to embrace that unique experience, they need their employees to think positively about changes brought in all the time.

Given that those higher in cynicism are less likely to embrace and engage in organizational change and innovations (Wanous et al., 2000), then this study results would suggest that these developed authentic leaders can help decrease the level of employee cynicism and increase the rate of positive organizational change.

Furthermore, authentic leaders have also been found effective in decreasing workplace incivility. Authentic leaders understand that workplace incivility thrives in environments where input from employees is squelched and it can be detrimental to organizations and their members, even when apparent intent to harm is absent. Therefore, authentic leaders do not feel reluctant to manage messy, unpleasant events, even when those events have the potential to affect their own work environments adversely.

5.7 Conclusion

Authentic leadership is a relatively new area of research but there is strong theoretical reason to believe that it can play a crucial role in influencing follower behavior. Empirical research in this area is limited and hence there is a need to empirically explore the influence of authentic leadership on follower behavior. On account of the numerous existing leadership theories there is some skepticism among the researchers and practitioners about the value that authentic leadership can add but recent literature has shown that it is pivotal in understanding employee behavior (e.g., Leroy, Anseel, Gardner, & Sels, 2015).

With an aim to contribute to the empirical research in the area this study has explored the relationship between authentic leadership and employee cynicism, tolerance workplace incivility and job search behavior. Also the moderating role of team

PsychCap on these relationships have been explored with a purpose to understand how the positive organizational behavior construct impacts the relationship.

Researchers (Youssef & Luthans, 2011, Dawkins et al., 2015) have called for a team level conceptualization of PsyCap and this study has used the construct of collective PsyCap to understand its effects. This study has demonstrated that authentic leadership has a significant negative relationship with employee cynicism, tolerance workplace incivility and job search behavior. Leadership can have a significant impact on the negative work behaviors by playing a role in curtailing or limiting them (Megeirhi et al., 2017). Thus, authentic leaders can play an important role in managing such employee behavior. This study has also shown that collective PsyCap does not significantly moderate the relationship between authentic leadership and employee cynicism. Also there was no support found for the hypothesized relationship between authentic leadership and job search behavior. Partial support was found for the moderating role of collective PsyCap on the authentic leadership-tolerance to workplace incivility relationship since the effect was existent but insignificant. The researcher hopes that this thesis will encourage additional research to explore other aspects of collective PsyCap construct. The researcher would like to acknowledge that there is still a lot of work that needs to be done in understanding collective PsyCap and authentic leadership and its processes and relationships.

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APPENDICES

Appendix A: Questionnaire (English)

Authentic Leadership - (1) strongly Disagree to (5) strongly Agree

Relational Transparency

My leader clearly states what he/she means

My leader openly shares information with others. .

My leader expresses his/her ideas and thoughts clearly to others.

Self-Awareness

My leader shows that he/she understands his/her strengths and weaknesses.

My leader describes accurately the way that others view his/her abilities

My leader is clearly aware of the impact he/she has on others.

Internalized Moral Perspective

My leader shows consistency between his/her beliefs and actions.

My leader is guided in his/her actions by internal moral standards.

My leader asks for ideas that challenge his/her core beliefs

My leader resists pressures on him/her to do things contrary to his/her beliefs.

Balanced Processing

My leader asks for ideas that challenge his/her core beliefs

My leader objectively analyzes relevant data before making a decision.

My leader encourages others to voice opposing points of view

My leader carefully listens to alternative perspectives before reaching a conclusion.

Tolerance Workplace incivility

What would likely happen if you made a formal complaint against a co-worker who engaged in the following behavior?

1 (Nothing), 2(Very Little – Someone might talk to the person), 3(The person would be told to stop), 4 (The person would be given a formal warning) and 5 (There would be very serious consequences)

Repeatedly gossiped about you to other co-workers

Regularly withheld important information relevant to your job and/or excluded you from key decisions

Repeatedly invaded your privacy (e.g. read communications addressed to you, took items from your desk, or opened your desk drawers without permission).

Repeatedly treated you in overtly hostile manner (e.g. spoke to you in aggressive tone of voice, made snide remarks to you, or rolled his or her eyes at you)

Collective PsyCap Strength - (1) strongly Disagree to (5) strongly Agree

My team mates confidently contribute to discussions about the group's strategy (**Efficacy**).

My team mates confidently represent our work area in meetings with senior management (**efficacy**),

My team mates think of many ways to reach work goals (**Hope**).

My team mates see themselves as being pretty successful at work (**Hope**)

My team mates usually take stressful things at work in stride (**Resiliency**).

My team mates usually manage difficulties one way or another at work (**Resiliency**)

My team mates are optimistic about what will happen to them in the future as it pertains to work (**Optimism**).

My team mates always look on the bright side of things regarding their job
(**Optimism**).

Employee Cynicism - (1) strongly Disagree to (5) strongly Agree

I believe top management says one thing and does another.

Top management's policies, goals, and practices, seem to have little in common

When top management says it is going to do something, I wonder if it will really
happen

Top management expects one thing of its employees, but rewards another.

When I think about top management, I feel irritation.

When I think about top management, I feel aggravation.

When I think about top management, I feel tension.

When I think about top management, I experience anxiety.

I criticize top management's practices and policies with others.

I often talk to others about the way things are run at top management.

I complain about how things happen at top management to friends outside the
organization.

Job Search Behavior

**Participants were asked to indicate how much time they had spent in the last
four months on several preparatory and active job search activities. Scale: 1 =
no time at all to 5 = very much time.**

Visited Made inquiries/read about getting a job,

Prepared/revised resume,

Read classified/help wanted advertisements,

Talked with friends or relatives about possible job leads,

Spoke with previous employers or business acquaintances about possible job leads.

Visited job fairs, contacted employment agencies

Looked for jobs on the internet,

Made inquiries to prospective employers,

Sent out application letters/filled out job applications,

Gone on a job interview

Listed yourself as a job applicant in a newspaper, journal or professional association

(dropped because it is uncommon job search activity in the Arab World)

Appendix B: Hotel Classifications

Table 1: Classification of hotels in Jordan

By classification	No. Of Hotel	SUIET	Room	Bed	Total employees
Five Stars	32	592	7,980	13,609	9,537
Four Stars	31	279	3,961	7,183	3,367
Three Stars	56	254	3,709	7,205	1,997
Two Stars	62	210	2,308	5,110	764
One Stars	64	31	1,498	3,204	305
Total classification	245	1,366	19,456	36,311	15,970
Apartments B	28	671	1,119	2,035	214
Apartments C	95	1,777	2,840	5,586	435
Suites A	6	155	231	397	1,506
Suites B	17	394	588	1,048	234
Suites C	19	563	817	1,694	191
Total Apart. & Suite	165	3,560	5,595	10,760	2,580
Unclassified Hotels	125	0	1,699	3,890	320
Hostel	3	0	51	113	41
Motel	1	1	11	18	2
Camping	19	0	852	1,836	145
Total	558	4,927	27,664	52,928	19,058

Source: MoTA. (2016). Statistics Department. Amman: Ministry of Tourism and Antiquities. Jordan.

Table 2: Number of Hotel, Apartments & Others, Rooms, Beds & Number of Employees According to the location types and capacity of accommodation facilities, nationality of employees of Jordan, 2015

Amman	No. of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Five Stars	14	416	3,950	6,366	4,244	389	150	66	4,849
Four Stars	21	228	2,427	4,453	1,798	132	89	14	2,033
Three Stars	34	234	2,264	4,173	1,136	93	135	23	1,387
Two Stars	37	165	1,293	2,668	340	30	61	38	469
One Stars	34	28	844	1,793	121	7	16	1	145
TOTAL	140	1,071	10,778	19,453	7,639	651	451	142	8,883
Apartments B	27	641	1,089	1,955	114	21	68	0	203
Apartments C	92	1,693	2,731	5,262	230	33	148	8	419
Suites A	6	155	231	397	1,448	40	10	8	1,506
Suites B	16	360	540	958	176	11	35	0	222
Suites C	17	534	740	1,540	139	15	21	0	175
TOTAL	158	3,383	5,331	10,112	2,107	120	282	16	2,525
Unclassified Hotels	72	0	955	2,125	119	5	28	0	152
Total Amman	370	4,454	17,064	31,690	9,865	776	761	158	11,560
Petra	No. Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Five Stars	6	70	766	1,372	590	9	4	6	609
Four Stars	3	8	309	585	276	3	3	0	282
Three Stars	10	5	647	1,315	128	12	38	4	182
One Stars	7	0	205	412	39	0	4	0	43
camping	2		55	100	6	0	0	0	6
TOTAL	28	83	1,982	3,784	1,039	24	49	10	1,122
Unclassified Hotels	12	0	200	386	31	4	7	0	42
Total Petra	40	83	2,182	4,170	1,070	28	56	10	1,164
Aqaba	No. Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Five Stars	6	18	1,567	2,771	1,235	24	331	25	1,615
Four Stars	4	10	682	1,318	290	12	104	23	429
Three Stars	8	0	598	1,288	178	19	109	34	340
Two Stars	15	40	734	1,833	93	3	121	4	221
One Stars	10	0	222	522	31	1	29	1	62
TOTAL	43	68	3,803	7,732	1,827	59	694	87	2,667
Apartments C	2	76	97	302	7	3	3	0	13
Suites C	2	29	77	154	9	1	6	0	16

unclassified Hotels	17	0	297	762	28	0	29	0	57
Total Aqaba	64	173	4,274	8,950	1,871	63	732	87	2,753
Dead Sea	No. Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Five Stars	6	88	1,697	3,100	2,090	169	38	7	2,464
Four Stars	2	14	434	682	366	17	5	9	397
Two Stars	1	4	14	25	9	0	3	0	12
Total Dead Sea	9	106	2,145	3,807	2,465	186	46	17	2,873
Ma'in	No.Of Hotel	SUIET	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Four Stars	1	19	109	145	178	14	17	17	226
Irbid	No.Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Three Stars	2	14	147	318	38	5	8	0	51
Two stars	1		33	50	7	0	0	0	7
One Stars	5	3	86	179	25	1	0	0	26
Total	8	17	266	547	70	6	8	0	84
Apart. B	1	30	30	80	8	3	0	0	11
Suite B	1	34	48	90	11	1	0	0	12
unclassified Hotels	6	0	70	212	23	2	0	0	25
Total Irbid	16	81	414	929	112	12	8	0	132
Ajloun	No.Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Two Stars	2	0	35	74	7	1	1	0	9
Camping Ajloun	1		15	50	11	0	0	0	11
Total Ajloun	3	0	50	124	18	1	1	0	20
karak	No.Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Two Stars	2	0	34	76	5	0	3	0	8
One Stars	1	0	12	24	2	1	1	0	4
unclassified Hotels	3	0	27	59	2	0	2	0	4
Motel	1	1	11	18	1	0	1	0	2
Total Karak	7	1	84	177	10	1	7	0	18
Jarash	No.Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Two Stars unclassified Hotels	1	1	52	120	18	1	0	0	19
	1	0	5	15	2	0	0	0	2
Total Jarash	2	1	57	135	20	1	0	0	21
Zarqa	No.Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Two Stars	1	0	32	90	4	0	0	0	4
One Stars unclassified Hotels	1	0	19	34	2	0	0	0	2
	3	0	35	81	6	0	1	0	7
Total Zarqa	5	0	86	205	12	0	1	0	13

Azraq	No.Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Two Stars unclassified Hotels	1	0	24	54	5	0	0	0	5
Hostel	1	0	18	40	6	0	0	0	6
Hostel	1	0	16	32	8	0	0	0	8
Total Azraq	3	0	58	126	19	0	0	0	19
Madaba	No.Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Three Stars	1		33	66	14	8	2	0	24
Two Stars	1		57	120	8	2	0	0	10
One Stars unclassified Hotels	4	0	86	172	14	1	3	0	18
Hotels	3	0	28	58	4	1	0	0	5
Total Madaba	10	8	216	438	43	12	5	0	60
Tafiela	No. Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
unclassified Hotels	2	0	20	39	10	0	0	0	10
Hostel	2	0	35	81	33	0	0	0	33
Camping	3	0	35	96	25	1	0	0	26
Total Tafelaa	7	0	90	216	68	1	0	0	69
Al-Shobak	No. Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Three Stars	1	1	20	45	13	0	0	0	13
Camping	1	0	30	90	3	0	0	0	3
	2	1	50	135	16	0	0	0	16
Wad Rum	No. Of Hotel	SUITE	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Camping	12	0	717	1,500	52	4	43	0	99
Total Jordan	558	4,927	27,664	52923	15,831	1,099	1,680	448	19,058