

**The Effect of Authentic Leadership on Turnover  
Intention in the Hotel Industry: The Mediation  
Role of Job Insecurity**

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## **ABSTRACT**

The current thesis tries to examine the relationship between authentic leadership, job insecurity and turnover intention in the hospitality industry. The research would also to examine job insecurity's mediation role on authentic leadership and turnover intention. The research model which is offered by this study was tested through the data collection among the front line employees working in four and five-star hotels in Tehran, Iran. Data were collected in summer 2017 from 247 employees who accept to participate voluntarily in the survey. Participants were from different sections such as frontline office, food and beverage, and housekeeping departments, all these employees had direct and efficient contact with the customers.

By considering the result and the previous literature authentic leadership has a negative effect on turnover intention and job insecurity which help to decrease job insecurity's perception and the level of turnover intention. The result shows the positive effect of job insecurity on turnover intention. The mediation effect of this variable on authentic leadership and turnover intention is approved as well.

**Keywords:** Authentic Leadership, Turnover Intention, Job Insecurity, Hotel, Iran

## ÖZ

Mevcut tezin incelemeye çalıştığı; Konaklama sektöründe otantik liderlik, iş güvencesizliği ve işten ayrılma beklentisidir. Araştırma aynı zamanda iş güvencesizliği aracılık rolünü otantik liderlik ve işten ayrılma beklentisi üzerindeki rolünü de incelemektedir. Bu çalışmayla elde edilen araştırma modeli, İran'ın Tahran şehrindeki dört ve beş yıldızlı Otellerde çalışan ön büro çalışanları arasında veri toplama yoluyla test edildi. Elde edilen Veriler 2017 yılı YAZ mevsiminde, gönüllü olarak çalışan 247 kişi ankete katılmayı kabul etmesi ile oluştu. Katılımcılar ön büro, yiyecek-içecek ve kat hizmetleri departmanları gibi farklı bölümlerde çalışmakta ve tüm bu çalışanlar da müşterileri ile doğrudan ve verimli iletişim kurmaktadırlar.

Sonuçlar ve önceki literatür dikkate alındığında Otantik Liderliğin, işten ayrılma beklentisi ve iş güvensizliği üzerinde olumsuz etkisi olmakla birlikte iş güvensizliği beklentisi ve ayrılma beklenti düzeyinin düşmesine yardımcı olmaktadır. Sonular göstermektedir ki; iş güvensizliğinin işten ayrılma beklentisi üzerinde olumlu yönde etkisi vardır. Bu değişkenlerin gerçek liderlik ve ayrılma beklentisine aracılık etkisi de onaylanmıştır.

**Anahtar Kelimeler:** Otantik Liderlik, İşten ayrılma Beklentisi, İş Güvensizliği , Hotel , İran.

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## **LIST OF ABBREVIATION**

AL	Authentic Leadership
AMOS	Analysis of a Moment Structures
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
GFI	Goodness of Fit Index
JD-R	Job Demands-Resources
JI	Job Insecurity
RMSEA	Root Mean Square Error Approximation
TI	Turnover Intention

# Chapter 1

## INTRODUCTION

Firstly, we start this chapter with a brief description of the proposal and philosophy of the empirical study. Furthermore, this chapter will give an introduction to the main contribution and the purpose of this research thesis. Finally, information regarding outlines of other chapters will be the last part in this chapter.

### 1.1 Philosophy

This research will introduce a conceptual model which study the mediation effect of the job insecurity (JI) with respect to the relation between authentic leadership (AL) and turn over intention (TI) in frontline hotel employees. In this thesis, the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) used as theoretical frameworks to illustrate the hypothesis and develops a rational and coherent relationship for variables of our study.

### 1.2 Purpose of Study

The aim of the current study is to examine outcome and the effect of the authentic leadership on frontline employee's job insecurity perception and level of the turnover intention in the organization (Azanza, G., Moriano, J. A., Molero, F., & Lévy Mangin, J. P. 2015). In addition, to examine the mediating role of the job insecurity between AL and turnover intention in four and five stars hotels in Tehran, Iran.

In today's competitive environment Enhancing the performance of a firm and reaching a height of advantage in competition, two core targets that should be aspired for by business establishments.

Products of businesses in the industries of tourism and hospitality are service-based, remarkably different from most other industries, since they are very reliant on the face-to-face relations between the customers and the employees, and are predominantly intangible. Hence, a major role is played by human resources when it concerns the quality of service, satisfaction, and loyalty of customers and other factors that determine the performance levels of such firm (Baum, 2015; Tracey, 2014).

A major concern of managers of such firms is finding practical ways to encourage more efficiency in their employees while attempting to reduce the problems stemming from turnover among employees that are promising since the management of human resources has a key role in survival and success.

To understand this concern, the understanding turnover intention is crucial. It is the individual's subjective estimation of an individual worker applicable to the possibility that such individual will in the close future, leave the organization, according to Carmeli and Wisberg (2006), constituting a vital matter of concern for management for several years (Chen, Lin & Lien, 2010) and remains a predominant problem in recent times for management.

The tourism industry, particularly the hospitality industry is, on one hand, characterized by inefficient unionization, high intensity of work, a fairly developed internal market for labor, emergency contracts, including low professional and social status (Unsal-Akbiyik et al., 2002; Vujicic et al., 2014). A drivable conclusion would be that the labor force under this sector expresses habitual fears of being retrenched

from their jobs, as Vujicic et al. (2014), opines. Sverke et al. (2002) refer this to practically mean job insecurity.

Employees are immensely affected in several ways, following the experience of insecurity in jobs, and most of the literature sees it as a stressor on work. De Cuyper and De Witte (2005) attribute that this experience in form of a stressor seems to be connected to the negative responses of employees. According to Martinez et al. (2010) and Borg and Elizur (2010), most of the existing literature in research, focus on the negative impacts on individuals when it relates to job insecurity, as on organizations.

Based on studies conducted by Oldham et al. (1980), and ALB (1989), conclusions were that job insecurity held a large negative consequence on the level of satisfaction for jobs on the worker. In the same vein, ALB (1989) made notes of the reduction of organizational commitment by the emotions of job insecurity. Other concluded studies posit that there might be more detrimental consequences on the organization, by causing heightened intentions of turnover on the worker (ALB, 1989; Arnold and Feldman, 1982; Ronan, 1967; Stogdil, 1965).

A meta-analysis according to Sverke et al. (2002), on the relations between a prospective result and job insecurity is connected with negative effects for both the employee and employer in the short-run and long-term. For employees, job insecurity is accompanying with less mental and physical health, as well as less job satisfaction and job involvement. For employers, this is associated with negative effects that comprise stronger intentions for turnover and the less commitment on the organization. The insecurity of jobs as a hindrance stressor, ought to increase the

behavior of withdrawal, resulting then to increased absenteeism, turnover intentions and turnover.

Because of the link between the perception of the insecurity of job by the employee and turnover intentions (De Cuyper et al., 2008; Sverke et al., 2002), there should be the recourse towards aspiring for the comprehension of the means to attaining the effective strategies of retention which can be developed for employee retention. When a person becomes increasingly wary about the certainty of retaining their current jobs, they are susceptible to seeking alternatives that were more secure and having more opportunities for jobs.

The authentic leadership, in recent times, has been considered highly essential as a factor in the retention of workers. Previous research has highlighted that the authenticity in leadership contribute to employee retention via the reduction of the emotional exhaustion of such workers (Laschinger and Fida, 2014), fostering the job satisfaction levels (Laschinger et al., 2012), and the increasing work engagement levels (Azanza et al., 2015), and improving the relative effective levels of commitment (Gatling et al., 2016) which will influence the perception of job insecurity.

### **1.3 Contribution of Study**

This research has serious commitment to literature for at slightest three reasons.

First of all, for many years, the turnover intention is known as a major issue and a source of concern for organization managers (Chen, Lin & Lien, 2010). Therefore so many researchers that have been done and examined that some variables included job stress, service climate, work engagement, workgroup identification, and

organizational commitment have a negative and positive influence on turnover intention. However, there is less study in the hospitality industry by considering the effect job insecurity which is a major concern of employees nowadays. Thus the study will contribute literature to examine the research gap in FEs in the hospitality industry by looking at the effects and outcomes of JI on TI.

Second, there have been many different researches (e.g., Borgersen, Hystad, Larsson, & Eid, 2014; Rego, Sousa, Marques, & Cunha, 2012) which explored the authentic leaders' role in organizational variables such as employees' performance, job satisfaction, creativity of employees, burnout, Intention to quit, attachment security and even job security and job insecurity. However, there has been no research so far that explore the relationship between authentic leadership and job insecurity by considering the sample of the frontline employees working in the hospitality industry in Iran.

Third, it's for the first time to consider job insecurity as a mediator between AL and TI in the literature. The current research makes an empirical contribution to extending the literature by investigating the mediated role of job insecurity in a hospitality organization within frontline employees in four and five stars hotels in Iran, which does not examine before in tourism industry.

#### **1.4 Outline of Thesis**

The present thesis consists of seven chapters.

The introduction is the first chapter, which contains information regarding the philosophy of the research and the study purpose. In an addendum to this, information concerning the contributions made consequently by the thesis to the



literature of hospitality management is presented, with the proposed research methodology provided.

The second chapter focuses on contemporary global tourism and hospitality, and the situation in Iran, to ensure better comprehension of the conditions and contributions of tourism in this country, by considering receipts and arrivals of tourism. In service industries, it is crucial to understand how human resource management is of the essence in the contribution of tourism.

The third chapter is the literature review, where information regarding the study variables concerning the tenets of authentic leadership, insecurity in jobs and intentions of turnover will be provided. This chapter provides details on the JD-R model as well.

The fourth chapter presents the hypotheses and model of research, discussing the development of the hypotheses being studied, on the basis of the JD-R model, with empirical discoveries in the relevant literature.

The fifth chapter includes information on the empirical study's methodology. The utilized deductive approach is provided, and issues bordering the sampling, collection, structure of question and measures of data are discussed. The setting of the study is provided as well. Lastly, the chapter will offer information on the methods of analysis applied in the empirical study.

The sixth chapter is comprised of the results of research that is generated from the survey. The questionnaire is the basis of the survey conducted. Statistical results are

provided in this part through the use of the Statistics Package for Social Science (SPSS) software.

Chapter seven contains the discussions of the empirical discoveries and the consequences for future research.

## **Chapter 2**

### **TOURISM AND HOSPITALITY**

Based on the definition of tourism by the Tourism Society of the UK, tourism refers to the temporary movement of people for a short-term, outside their normal areas of residence and work, and the activities that they engage in during the course of their visit to these destinations. It is comprised of the movement for excursions or day visits, and for all purposes. The WTO can be considered as having provided more or less similar definitions of tourism, to entail the activities that individuals who are traveling to or staying in places that are beyond their usual surroundings, engage in, for no longer than a consecutive year for purposes such as leisure, business and so on (Tatari, N. G.2006).

It is a summation of services, activities and industries that engage in delivering experiences of travelling as well as travel agents, transportation, attractions, hoteliers, tour operators, accommodations, owners of guest houses, government departments, organizers of entertainment, customs and immigration services, establishments of retail shops, businesses and other services of hospitality availed to tourists worldwide (Dayananda, 2014). The state of affairs of the industry of tourism expressly shows that there is an engagement in the exchange of goods/services by providers of service, with the aim of obtaining economic benefits.

## **2.1 Tourism in the World**

According to Al Battat, Som and Helalat (2013), hospitality and tourism have become one of the steadfastly growing and successful industries globally, without a doubt, as a result of the remarkable contribution by this sector to the economy, and Hamll and Potts (2003), and Olsen (2001), agree that there is the persistence of growth in an environment which is extremely complex and globalized.

According to UNWTO, an extremely heightened amount of destinations all over the world has opened up to and engaged in tourism investments, reforming it into a major driver of progress in socioeconomic terms through job and enterprise creations, development of infrastructure, and export revenues. It is the quickest growing sector of the economy in regards to the exchange of foreign earnings and the creation of employment. WTO (2017), states that the largest export earner in the world is international tourism, and plays an essential role in the balance of payments of nation states. Tourism has experienced a continuous diversification and expansion over the last sixty years, emerging one of the quickest-growing sectors of the economy, worldwide (Miryala and Gade, 2016).

### **2.1.1 International Tourist Arrival and Receipt**

Although there are several factors that might inhibit tourism such as terrorism, armed conflicts, wars, economic crises and so on, there has been a resilient increase in the 1990s, proving to be one of the most consistent economic sectors, according to Santana (2011). Following the analysis of results from tourism over a period of a decade from 1988-1997, outcomes reveal that there was an annual average rate of increase in international tourists' arrivals, while receipts from international tourism experienced a 9% increase over the same time period, with the exception of international transport (Christie and Crompton, 2001).

Table 1: International tourist arrival

	International Tourist Arrivals (million)							Market share (%)	Change (%)		Average annual growth (%)
	1995	2000	2005	2010	2015	2016	2017*	2017*	16/15	17*/16	2005-'17*
World	531	680	809	952	1,195	1,240	1,326	100	3.8	7.0	4.2
Advanced economies <sup>1</sup>	342	430	469	515	655	686	730	55	4.8	6.3	3.7
Emerging economies <sup>1</sup>	189	250	339	437	540	554	597	45	2.5	7.8	4.8

The number of international tourist arrivals is placed at 25 million worldwide in the year 1950, and increased to 278 million in 1980, 674 million in the year 2000, and a 3.9% increase to reach 1,235 million in the year 2016. In the year 2017, the estimation is that international tourist arrivals will be around 1,322 million visitors, and is expected to continue in momentum in 2018 at a 4-5% rate. International tourism receipts are likewise surging from about US\$ 2 billion in the year 1950 to US \$ 104 billion in the year 1980, US \$ 495 billion in the year 2000, and in 2016, at US \$ 1,220 billion.

Table 2: International tourist receipts

	Change		Market share	US\$				euro			
	Local currencies, constant prices (%)		(%)	(billion)			Receipts per arrival	(billion)			Receipts per arrival
	16/15	17*/16	2017*	2015	2016	2017*	2017*	2015	2016	2017*	2017*
World	2.6	4.9	100	1,221	1,245	1,340	1,010	1,101	1,124	1,186	900
Advanced economies <sup>1</sup>	1.9	4.2	65	799	814	870	1,200	720	735	770	1,060
Emerging economies <sup>1</sup>	3.9	6.2	35	423	431	470	790	381	389	416	700

## **2.2 Introduction to Tourism in Iran**

A new dimension has been evident in the recourse taken by tourism in both developed and developing areas worldwide. Some economies of the world wholesomely depend on tourism, while others use tourism as an essential means of complementing their income or addressing issues with their balance of payment. Tourism can represent potentials that are yet to be developed, for most developing countries. Santana (2011) states that many such countries have made recourse to tourism, in an effort to improve the overall prosperity levels, to attain economic development.

In the Middle East, Iran represents one of the biggest nations with a land area of approximately 1.65 million square kilometers and a population of over 70 million people. The country has over a 7000-year old history, being known as Persia until the year 1935. Iran is a great favorable chance for the encouragement of investments in the tourism sector, because of its cultural and climatic diversities, and rich history. Following a review of about 3,167 tourist attractions, it can be seen that Iran stood out for its natural and cultural resources of tourism, which are considered largely unique, according to Alipour and Heydari (2005).

The United Nations Educational, Scientific and Cultural Organization (UNESCO), ranks Iran among the top countries of the world, in terms of historical and ancient sites and heritage. More than 1200 major arts and historical areas exist in Iran.

### **2.2.1 Iran's Tourist Arrival and Receipt**

Several reports portray that the USA came first in 2004, with \$74.5 billion, Spain with \$45.2 billion in second place, and the third place being France at 40.8 billion \$.

Other countries that attained proper incomes at the top in the same year, include Italy, Germany, UK, China, Turkey, Austria, and Australia. In that year, only about 690, 000 tourists made trips to Iran, and Zolfaghari (2007) reports the income of the tourist industry to be 700, 000 million from this 622 billion \$ income of the global tourism industry.

According to Abadi (2006), the organization of Iran’s heritage and tourism made predictions that about 20million tourists will travel to Iran in 2020.



Figure 1: Iran, foreign tourist arrival and visitor exports

The exports from visitors are a major aspect of the direct contribution of travel and tourism. In the year 2016, the revenue generated by Iran was IRR 130, 525.0 bn in visitor exports. This is expected to increase by 11.6% in 2017, and Iran is expected to attract about 5, 531, 000 international tourist arrivals. By the year 2027, there is the forecast for 9, 858, 000, generating expenditure of IRR 203, 623.0 bn, a 3.4% per annum increase.

### **2.2.2 Economic Impact of Tourism in Iran**

Effects of tourism are much greater in the international level than the national scale. The redistribution of wealth among states is the most crucial effect of tourism. According to Ghaderi and Henderson (2012), if the world were to be considered as a bi-polar medium made up of nations at one pole and at the other pole, the exchange of wealth and tourism per annum redistributes evenly the wealth.

The creation of new jobs opportunities and the decline in the rate of unemployment is the most vital and extensive effect of tourism in the economy of a country. The reduction in unemployment consequently has other benefits like the improvement of social welfare and the prevention of migration. Nemati and Raisi (2014), state that tourism can lead to the creation of new jobs because developing tourism results in an increase in the demands for tourism merchandise.

About 559, 500 jobs were generated by Travel and Tourism, directly in 2016 (accounting for 2.2% of total employment), and was forecasted to grow by 4.9% in 2017 to 587, 000 (accounting for about 2.3% of total employment). Included in this are employments in hotels, airlines and other services bordering transportation for passengers (minus commuter services), and travel agents. The activities of the restaurants and leisure companies that are directly patronized by tourists are included. The number of jobs to be directly accounted for from Tourism and Travel by 2027, is about 670,000, representing a 1.3% increase per annum over the next decade, demonstrated in the chart below.

In countries with developed tourism, on the other hand, the industry has the most affirmative effect on the foreign debt balance of these countries. From statistics that



exist, the industry of tourism impacts the supply and demand of finances in these countries, according to Mamipour and Nazari (2014). As increases are experienced in demand in countries that export tourist, so is there a consequent increase in the supply, which imports tourists, inherently improving these countries' balance of foreign exchange.

The driving force of the increased gross domestic product is attributed to this industry. Based on the twenty-year of the Islamic Republic of Iran, in 2025, there will be a rise to 1.5% from 0.09% in 2004 (Shakouri, Yazdi, Nategian and Shikhrezaei, 2017). In order to lure 20 million tourists from worldwide markets per annum, a country must have to invest more than US\$ 30 bn in the tourism industry. On the basis of this vision statement, the income of Iran from the global tourism income ought to increase from 0.07% to 2% in 2025, from 2004, implying that the country could earn almost IRR 1, 182, 450.0 bn by the year 2025, accounting for about 7.8% of the country's GDP, from an annual tourist arrivals up to the said year (Adopted by the council of ministers, 2004) (Mamipour and Nazari, 2014). There is the forecast of an increase by 3%, to account for an amount of IRR 1, 388, 250 bn by the year 2027, representing 7.3% of the GDP (UNWTO, 2017).

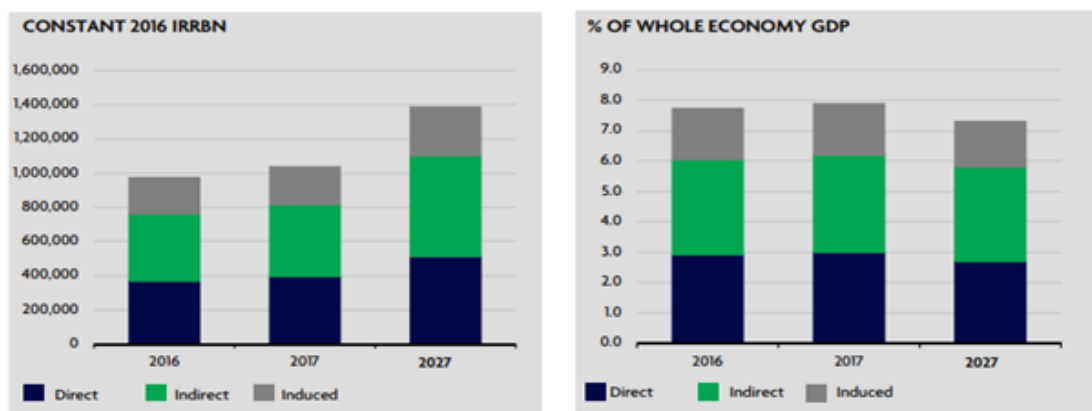


Figure 2: Iran, total contribution of travel and tourism to GDP

### **2.2.3 Social and Cultural Impacts**

According to Dogan (1989), the development of tourism has impacted socio-cultural features of residents like their daily routine, habits, beliefs, social lives, and values. In turn, these elements may result in psychological tension, resulting in the creation of interaction between hosts and tourists that can exchange some intuitions into their way of life and culture. The English proficiency of some locals can be improved, particularly those who become trained to work as tour guides. Zamani-Farahani (2011) posits that the locals have benefited from tourism in several ways, but drawbacks exist that might lead to dissatisfaction among the local community.

The I.R. Iran Tourism Master Plan Report (2002) displays that the development of tourism led to positive socio-cultural effects on the local communities, generating opportunities for employment for these locals, hence making them able to generate more funds and obtain higher purchasing power, bearing indication to the fact that the standards of living could rise, particularly in the big towns and cities. Activities generated by tourism leads to changes within local communities, and hence, the effects on social components and economics are not easily ignored (Abadi, 2006).

### **2.2.4 Limitations of Tourism Development in Iran**

Just as prior parts of this paper have mentioned, Iran had failed to attract tourism, attracting only 690, 000 in 2004, even in view of high potentials and capacity for ecotourism and tourism. Abadi (2006) mention that specialists are of the belief that a proper and suitable approach is required for developing tourism in Iran. The absence of foreign investment in Iran can be considered as a key challenge to the mainstream the challenge of tourism, particularly in the sector of the hotels, where services are woefully lacking inadequacy for the modern international business and market for leisure. The standards of services in the main states and the quasi-state businesses of

hospitality are in the world, amongst the poorest, in contrast with the natural hospitality and warmth in businesses that are small, private and indigenous all over the country (O’Gorman, McLellan and Baum, 2007). Abadi (2006) states that the major limitation of the tourism industry in Iran, based on experts, belongs to the disagreements that emanate between the demand of tourists and the Islamic culture, since expert opinions maintain that the constraints on the development of tourism in Iran, are not the only ones longed to the lack of credits and investments. Other problems exist in terms of organization tourism.

In many places, however, foreign as well as domestic bodies have little choice regarding food, accommodation, entertainer and other services related to sovereignty. Most services are overpriced in Iran, when compared to their quality, and can be considered missing with little choice (Zolfaghari, 2018).

There are enough qualities possessed by Iran, to transform to a center and pilgrimage in the Islamic world. The lack of confidence and affirmative action in terms of tourism, particularly for foreign tourists, the lack of polished information and the policies/aims, lack of specialists’ efficiency, negative security, security and so on, in Iran, with the inability to invest capitals in the private sector and in banking system, represent vital reasons why many problems have been reflected in the development of tourism in Iran (Hosseinzade and Heidari, 2003). In the area of marketing, international tourism to Iran has come under serious challenges due to the issues of respect of the country’s national image, regional political issues and other national cultural and social matters, with the requirement of hijab for females being the notable ones, and the ban on alcohol, as O’Gorman, McLellan, and Baum (2007) mention.

### **2.3 Hospitality in Iran**

The Cultural Heritage, Handicrafts and Tourism Organization of the country of Iran, has planned for constructions of 20 four- and five- star hotels by the finish of the current Iranian year (March 20, 2018). According to O’Gorman, McLellan, and Baum (2007), three types of hotels exist in the hotel industry of Iran. The quasi-state hotels are the second category, with the first one being privately owned hotels. Category number 3 includes state hotels, with more than 50% ownership belonging to the government.

According to the Iran Daily (2006), the secretary of the Iran Hotel Owners Society of Iran, declaring that only 619 hotels exist with the overall capacity of 27, 034 and 55, 382 beds. The planning for these hotels is related to the rapid growth in the country, with the construction of new hostels being constructed, and renovations underway to compete with other hotels in the sector of hospitality. The head of the Cultural Heritage, Handicrafts and Tourism Organization of Iran’s Masoud Soltanifar, has provided confirmation that several hotels are close to being completed, and the quantity built in the previous year was greater than the overall amount in the previous century.

With the show off of the newest five-star hotel in Iran, having high luxury levels, the hope is that it attracts millions of touristic- the Espinas Palace in Tehran. This facility has been constructed on a 15,000 sq. meter, with sports facilities, cafes, restaurants and cafes, and a 2,500 seat in the hall of the Council.

The Rotana, Jumeirah, and Melia hotels have all shown their commitment and signaled some grand designs Accor, which is the largest hotel group in Europe, and

there have already been four-star hotels at the Imam International Airport outside the capital of Iran.

## **Chapter 3**

### **LITERATURE REVIEW**

The purpose of this study as mentioned in chapter one is to observe the consequences of Authenticity in leadership on intention for turnover by mediating role of job insecurity in Tehran's hotel industry in Iran. To accomplish the aim of this study, we first need to organize a published literature review considered viable in the study (authentic leadership, turnover intention, and job insecurity).

This chapter offers a comprehensive exploration of the concept of the study, starting with the definitions of authenticity in leadership, collecting its dimensions (section 1); as well as definition of turnover intention in hospitality (section 3) and job insecurity (section 4), the suitable theory which helps to achieves the goal of this research will explain in (section 5). In (section 6) researcher provides the relations between variables mentioned in the conceptual research model by using Job Demand- Resource Theory. At least the Conceptual Model and hypotheses explain in (section 7).

### **3.1 Authentic Leadership**

The proposed constructive root of leadership forms accorded positively, is Authentic leadership, requiring the development of positive and trustworthy work of positive environments, known famously for fostering the retention of employees (Avolio et al., 2004; Avolio and Gardner, 2005). This term is defined as “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 on the part of leaders working with followers, fostering positive self-development” (Walumbwa et al., 2008, p.94). Reviewing contemporary literature which focuses on authentic leadership portrays that the definition as converged around several underlying facets (Zamahani and Rezaei, 2004).

The authentic leadership is explained earlier by Luthans and Avolio, as the process which combines positive psychological capacities and a highly organizational context that is developed, causing significant regulation of self and awareness of self, positive behaviors on the sides of the associates and the leaders, facilitating self-development. Several authors such as Cooper et al. (2005); Shamir and Eilam (2005); Sparrowe (2005) have asserted considerations about the definition of authentic leadership as comprising of the psychologically positive capabilities of optimism, hope, resilience, and confidence (Walumbwa et al., 2008).

A proposal for a more concentrated four-modeled facet of authenticity in leadership that included self-awareness, internalized moral perspective, non-biased processing

and authentic relational transparency, according to Ilies et al. (2005); Zamahani and Rezaei (2014).

### **3.1.1 Dimensions of Authentic Leadership**

#### **3.1.1.1 Self-Awareness**

Armstrong (2012) is of the view that the first underlying feature of authenticity in leadership is awareness of self. Although authenticity is a concept which considered relational, the development of the self and the regulation of self are basic factors of authenticity in leadership. It is necessary to be not only true to the self, but in the transfer of such self-awareness by leaders to the subordinates for authentic leadership, through the expression of beliefs and values (Eagly, 2005, p. 460; Algera and Lips-Wiersma, 2012, p. 119). According to Avolio and Gardner (2005, p.324), the self-awareness notion refers to the ability to comprehend one's own talents, sense of power, strengths, desires, core values and beliefs. There are 4 primary factors that facilitate the nurturing of authenticity in leadership which are cognitions regarding identity, values, goals/motives and emotions. The basics of awareness of self, include the possession of self-certainty, and self-views and self-clarity to help members develop knowledge of the self and to mold their identity. These elements and factors all eventually assist in the creation of a person who basically concentrates on the pursuance and manifestation of trust, credibility enhancement, and moral appreciations for actions and words (Ceri-Booms, 2010). Walumbwa et al. (2008), stresses that the awareness of self is understood as one of the main pillars of the authenticity in leadership, which has a vital role in the authentic leader's development.

A leader who has self-awareness is more probable to operate in transparency with the people that he or she conversates with, those he or she leads and is enhanced on



morally high standards (Tapara, 2011). The main role in the growth of self-awareness and the concept itself has undergone arguments about its likely increase. There is the conviction that major experiences and important incidents can constitute factors that stimulate in people in choosing to uncover their limits and capabilities, and become cognizant of them, as McCall (1998) says. Overall, self-awareness represents one amongst the important factor-features of authenticity in leadership, which translates to being true to others and self.

In summation, the attainment of self-awareness by leaders comes at being true to the core values of such leaders, and comprehending their identities under varying conditions, experiencing positive feelings and growing such feelings in their followers, and being goal-driven and future-centric.

#### **3.1.1.2 Relational Transparency**

This concept borders around honesty and openness in presenting the real self of one to other individuals. This feature and behavior of a person come from his or her propensity to display his/her emotions, inclinations, and intentions with others in manners which are appropriate, hence self-regulation concerns transparency (Kernis, 2003). Relational transparency is defined as open communication, according to Northouse (2013), and as the establishment of relationships that are real, involving the sharing of aspects that are both negative and positive to others. On the basis of views by Walumbwa et al. (2008), the authenticity in leadership also portrays the tendency of such leader to share goals and values, as well as weaknesses in ways that are transparent and open. Such actors say, portray and abide by what they mean, aim, and have, but are not manipulative of the natural self in order to galvanize others. This attitude proffers relationships that are trustworthy and credible, embedding

values that are shared between participants with links based on vertically-ranked structures (Ilies et al., 2005; May et al., 2003; Walumbwa et al., 2008).

A brief implication of the analysis by Kernis (2003), was proffered by Walumbwa et al (2005, p. 25). The assertion was that relational transparency had to do with the presentation of the authentic self of an individual to others, implying the sharing of information openly and genuinely expressing one's reasoning and emotions, while making efforts to reduce the expression of nonconductive feelings.

Based on relational transparency, leaders display their true internal dispositions as a way of seeking self-disclosure and transparency, which encourages reliance *visa-a-vis* the leader (Walumbwa et al., 2008). Leaders that are authentic tend to provide climates which are consistent and predictable via relational transparency, to enable the clear clues provided to the followers about the leaders, inspiring those who follow to give rise to innovations and creations in the organization since they have perceptions that are clear on what the leaders support in terms of ideas of the followers (Gardner et al., 2005).

Relational transparency, in summary, is an attitude that means openness and honesty to others that are able to observe their leaders' negative and positive aspects. Hence, through knowledge of the limits of such leader, his or her values, beliefs, a way of understanding, principles, and point of views, such followers are equipped with the capability to engage more, and contribute to the innovativeness and creativity of the organization.

### **3.1.1.3 Balanced Processing**

This is the third out of the four aspects of authenticity in leadership. Based on the studies conducted by scholars, particularly Walumbwa et al. (2008), such factors are possessed satisfyingly by leaders that are authentic. Balanced processing is defined by Northouse (2013) as the behavior of self-regulation that relates to the unbiased methods by the analysis of information and the exploration of the opinions of others before adopting a decision. Favoritism is avoided on certain matters, necessitated by balanced processing, where the leader ought to demand highly of other's points of view particularly from persons who do not agree with his opinion, to consider their opinions before adopting a decision and action.

Leaders that possess balanced processing to appear logical and are quite objective in the analysis of the perspectives held by others, to make them authentic leaders, according to Northouse (2013). Walumbwa et al. (2008) posit that although the encounter with opposing viewpoints can pose challenges for the inherent and held a position of the leader, and for the leader, varying views can enable the improvement and enrichment of the process of decision-making. Gardner et al. (2005b), describes it as the means of garnering details and comprehending the negative and positive areas of the self, that will encourage personal development.

The balanced processing of a leader ought to be for the readiness to address dissenting opinions or disliked information because he/she ought to maintain impartiality and not discriminate his/her followers, on the basis of their views, opinions or any other characteristics, since such can be beneficial to the leader in some cases.

#### **3.1.1.4 Internalized Moral Perspective**

Ryan and Deci (2003), point out that this is an integrated and internalized system of the regulation of the self. Internalized moral values and standards guide the evaluation of self, hence it operates as a blueprint of morality in which persons take up choices that barely exist outside the boundaries of morality (Avolio and Gardner, 2005; Gardner, Avolio, Luthans et al., 2005). According to Stajkovic and Luthans (1998), self-regulation is expressed as steps that include the practice of self-control via a few means such as the layout of internal quality, that can be pre-existing or consequently formed, evaluating the differences exist between the actual standards and perceived results, and identifying the actions intended for the resolution of such inconsistencies (cited in Gander et al., 2005; Luthans et al., 2006; Avolio and Gardner, 2005). Once readers commence the awareness of their true self, as previously mentioned, through the internalization of their identities, feelings, standards, and aims at to their model, they have more likelihood to become authentic. Similarly, regulatory procedures that guide the behavior of leaders are seen as essential factors for the authenticity of leadership (Gardner et al., 2005). The quality of being guided, is the internalized moral viewpoint, by an ethically sound orientation along with the capability to reconcile the established values of one with that of others, even under pressure. Gardner (2005, p.356) states that authentic leaders develop heightened knowledge about their true self, and are more probable to attain identities that are self-concordant, and show immense commitment to values, goals, and identity that are internalized.

### **3.2 Turnover Intention**

Over the past thirty years, numerous researches have explored the problem of turnover of employees. Holtom asserts that turnover can be defined on the lines of the differences between individuals, their behavior related to stress-and-change, variables of context like culture, interpersonal skills and so on (Chen et al., 2011). A modern theoretical model of construct had been proposed by Mobley. The duty of turnover cognition regarding this model includes thoughts of quitting, the intent to quit, and intent to search for new employment. The intention of turnover is the feeling or thought process of quitting but not quite the act of resigning from the organization. It is the step before quitting, which can be called 'planning to leave'. The actual turnover symbolizes the actual departure of the worker from a firm, in contrast (Chen et al., 2011). The intent of turnover also refers to turnover cognition, which gives an opportunity to the organization to remedy the relationship between the employee and management, to stop the loss of such employee, according to Fang, Tony, and Verma, 2002). The most effective indicator of whether a worker quits a firm is on the basis of turnover intentions of such employee (Chen et al., 2011). The workers are yet to quit, and are still at their place of work, and thus refers to the intent for the turnover. The theory posits that the work environment of employees and their private lives will influence turnover intention. Moreover, personal features can as well affect the employee, such as income level, occupation, union, age, and wage. Prior researches were basically based on intent for turnover (Chen et al, 2008). There is an inadequacy in the researches aimed at measuring the factors that affect actual turnover. It is vital to launching an investigation on whether factors that affect worker's turnover intention can be referred to, for actual turnover (Chen et al., 2008). Employees that are more inclined to seek recourse from their places of work are

those who work jobs with high labor-force demand, younger employees, workers with lower tenure in their workplace, and those with low wages.

Based on research conducted by Price, turnover can be categorized into a voluntary and involuntary turnover (Chen et al., 2008). The former refers to the voluntary quitting of an employee from a firm, and the latter refers to the individual who leaves a firm not as a result of choice, but by being laid off or fired by the firm. The voluntary turnover of an individual is related directly to the stress such individual is under. Elements that result in the turnover could include controllable and uncontrollable factors of turnover. Excluded from these controllable factors of turnover include death and retirement.

On the basis of Moley's model (1977), the evaluation of the present position of an individual is the starting process of the turnover decision of such person. Such a worker may decide to stay or quit the organization (Chen et al., 2011). The evaluation procedure includes the quitting costs of the existing job, the utility from the job as well as other alternatives (Chen et al., 2008). Several areas are measured for the prediction the intention for turnover, which consequently makes it a nice measure of actual turnover. Many researchers had claimed that the intention to leave existed with positive correlation with an actual turnover. Frequent findings on this positive relationship between the two were seen to be present in previous work of research (Veloutsou and Panigyrakis, 2004).

Scholars have discovered that strong connections exist between intentions and job satisfaction, the commitment to the organization, information seeking process,

worked burnout, gender, perceptions of justice, propensity for participatory decision-making, and style of leadership .

### **3.2.1 Turnover Intention in the Hospitality Industry**

In the hospitality industry, it is popularly known that it is comprised of both production and service dimensions, meaning that the rendering and creation of services from the hotel to the customer are achieved remotely through the workers. According to Guglielm, Vincenzo, and Carmelo (2013), for this reason, the success of this industry is reliant on the quality of the workers and their effective management.

A significant challenge of the hotel industry is the high level of employee turnover (Dipietro and Condly, 2007). In as much as the turnover of staff is considered to be a usual occurrence in the service industry, it has been abnormally high in the past thirty years, according to Birdir (2002). according to Wanous (1979), these are voluntary and involuntary turnover. Involuntary turnover, the staff asks to end the relationship on basis of factors like salary, work environment, and benefits. Involuntary turnover, on the other hand, involves staff who do not leave of their own volition. This can result in the loss of human capital and the company's relational capital, and the expertise of workers.

There is a need for the hospitality industry to encourage their employees to be more vocal with their opinions, ideas and any other concerns, as a result of its highest rate of turnover, for the improvement of performances and the reduction of this turnover (Guglielm, Vincenzo and Carmelo, 2013). Subsequent studies on this issue portrayed the acceleration of job dissatisfaction from work-related depression, insecurity, anxiety, and burnout (Shani and Pizam, 2009). Employees of the industry of

hospitality need to feel comprehended and regarded, to not welcome thoughts of leaving, as with other industries. Unique factors shaping the industry of hospitality have implications which make the reduction of turnover difficult, because employees find similar work in due time, in other organizations and the fact that employees are quite susceptible to boredom (Kim, 2014).

### **3.3 Job Insecurity**

In the literature, this has two definitional perspectives so far. The first being a global perspective and based on which insecurity in jobs portrays the dangers to the continuity of jobs. Vuuren (1990) asserts that the insecurity in jobs is a concern about the future stability of such jobs. It is comprised of three components (De Witte, 1999), firstly the ‘subjective’ experience. Persons can understand the situation differently. Some workers might have experiences of job insecurity without any objective reasons for this, while others may not when there is a significant threat to their jobs. Secondly, the insecurity on jobs portrays future uncertainty, thus individuals have no way of knowing whether they will still be employed in such a job or not. Thirdly, De Witte (1990) vividly portrays doubts about job stability in her definitions. Lastly, job insecurity is explained with a concept of continuity, regarding the expectations of workers to the continuity of their jobs (Davy, Kinicki and Scheck, 1997, p.323) and the perception of danger or hindrance to the continuity of this job (Heaney, Israel and House, 1994, p. 1431). Just as Vuuren’s definition concerns the definition of insecurity in jobs as a subjective topic, implying that it is on the basis of the perception of individuals and the evaluation of the job, all definitions of job insecurity follow a similar route. In opposition to the loss of actual jobs, insecurity of jobs is the reflection of the perceived risk to or in the stability of one’s job. Although individuals might respectively be subject to similar objective threats, they experience



different levels of the feeling of job insecurity, as may their reactions to the feeling of job insecurity differ (Cheng and Chan, 2008).

The second view, different from the global concept, is the multidimensional view. This refers to what the employee has as a perception to the possible loss of stability in one's job, which can be both the loss of the job on its own, and the loss of some vital dimensions of the job, subjectively. The matter of job insecurity emanates only if there is an involuntary loss, according to Greenhalgh and Rosenblatt (1984). Hartley et al. (1986, p.129-136) maintain that the insecurity of jobs shows the inequality between the security level experienced by a person and the level preferred by him or her.

On the basis of the definition above, it can be deduced that the insecurity of jobs includes changes that are fundamental and involuntary (Sverke and Hellgren, 2002). Hence, there are some researchers who argue that job insecurity is unrelated to the length of which a worker is uncertain about the stability of his or her job, but related to the stability of the vital desired job dimensions like opportunities for promotion. Based on Greenhalgh and Rosenblatt (1984), the loss of features valued for a job is vital but is usually overlooked as an aspect of job insecurity. This is happening as a kind of loss of job although it includes losing, as the employee which is impacted knows it in the present (Holm and Hovland, 1999, p.157). If the content of a work changes, or an employee is transferred to a different department, or branch office, a loss of job occurs. Furthermore, changes in the organization may result in the loss of status for the employee, decline in autonomy, limited opportunities in career and reduction of resources, so it can be concluded that the loss of a job dimension can impact job insecurity (Holm and Hovland, 1999).

### **3.3.1 Job Insecurity in the Hospitality Industry**

Being a service industry, hospitality is pledged with top-quality service of the customers. But the hospitality world is quite dynamic and complex, presenting numerous difficulties that can foster work stress, according to Ramarumo, 2015). Hence, it is of no surprise that the related literature posits job stress as a crucial difficulty in the industry (Akgunduz, 2015; Ghiselli, 2016; Jung and Yoon, 2015; Lin et al., 2015; Ramarumo, 2015). Previous researches explored the degree to which numerous features of jobs like overload, lengthy hours of work, and work on holidays affect work stress (Choi and Kim, 2002; Ghiselli, 2016; Karatepe, 2013). Peculiarly, numerous elements like inadequately developed internal market, poor social condition, professional status and high intensity of job, lead to stress and which is related to job insecurity, in the hospitality sector (Giboa et al., 20008; Unsal-Akbiyik et al., 2012; Vujicic et al, 2014). One of the most crucial job stressors: job insecurity, has been discovered to be negatively connotated with employee attitudes of work like burnout, intentions of turnover, especially in the hospitality industry.

### **3.4 Theory and Framework**

The leading stress model for jobs is the Job Demands-Resources (JD-R) proposed by Bakker and Damerouti, 2007), developed on the basis of Karasek's Job Demand Control model (DCM), and the Effort-Reward Imbalance model (ERI) of Siegrist (1996). Based on Bakker and Damerouti (2007), both the ERI and DCM models are portrayed to portray a simplified work situation, in which some types of jobs demand result to work strain when there are some lacking resources.

The permanent feature of the two models provides no chance for the inculcation of other associated elements to work that can concern wellbeing at work. the JD-R is

similar to the ERI and JD-C because it assumes that balancing between positives (resources) and negatives (demands) features of job contribute to the employee's better health and happy life.

However, the JD-R model makes a differentiation of itself from two models, since it assumes that any positives and any negatives could impact the well-being of the employee, which implies that it incorporates the dynamic characteristics that allow for the inclusion of all potential work features, in a way that it can apply to numerous settings of working (Shaufeli and Taris, 2014).

One of the key tenets of this model includes the division of the job demands and resources, as a feature of the organization (Demerouti, Bakker, Nachreiner and Schaufeli, 2001). The demands of jobs are those psychological, physical, organizational or social aspects of the job that needs efforts, psychologically and physically sustained, and are correlated with certain costs that are psychological or physiological, while the resources of jobs are those social, psychological, physical or organizational areas of the work which are either/or functioning in the attainment of job goals, reducing the demands of jobs and the accompanying costs that are psychological and physiological, and encourage self-growth, development and learning (Bakker and Demerouti, 2007, p. 312).

Job resources are, due to their potentials that are motivational, able to facilitate the achievement of aims and encourage the emotions of commitment to the work. For instance, numerous research and studies highlight that resources for job (autonomy, feedback, social support etc.) can result in engagement and other positive outcomes

of work, like the job performance level and satisfaction (see Bakker, Demerouti, and Verbeke, 2004; Bakker, Demerouti, De Boer, and Schaufeli, 2003).

In addendum, the JD-R model makes a proposition for jobs resources to serve equally as a cushion in the mitigation of the negative impacts of job demands (Bakker and Demerouti, 2007; Bakker, Demerouti, and Euwema, 2005). The stated assumption is quite in line with the demand-control model (DCM), proposed by Karasek (1979); it instead widens the scope by proffering a laundry checklist of prospective resources and demands that correspond. As Bakker et al. (2005, p.314) suggested, "...which job demands and resources play a role in a certain organization depends upon the specific job characteristics that prevail." They tested out the hypothesis of buffering in a huge higher education institute. It was discovered that combining low resources and high demands, contributed immensely to the burnout predictions. Xanthopoulou et al. (2007), discovered more proof for the buffering of the JD-R hypothesis from two organizations for home care. Bakker and Demerouti (2007, p. 315) opined that job resources behave like buffers based on different reasons, for distinctive resources. An instance would be that the support of leaders may assist the employee in coping with loads of work, to reduce the demands from the job, physically. In the same vein, autonomy of job allows for freewill to the worker by incorporating a sense of control (in such worker) on the assignments for their jobs so that there is less feeling of stress.

The recent study adopted the JD-R model to explore and investigate how the authenticity of leadership can better the resource reservoir of employees (resources for job and personal), to mitigate against stressors in jobs (emotional and cognitive demands).

## Chapter 4

### RESEARCH HYPOTHESIS

The current chapter will present the hypotheses and model of research and discuss the development of the hypotheses being studied, by utilizing the JD-R model (Bakker & Demerouti, 2007) which is a well-known theory in order to discover the coherent relationships among variables of the research study.

#### 4.1 Conceptual Model

The research model, which includes the relationships among the study variables, is shown in Figure 3. The research model proposes that authentic leadership improve both employees' job insecurity perception and their turnover intention. Employees with elevated levels of insecurity, in turn, are highly intent to turnover from their job. In other words, job insecurity mediates the effects of authentic leadership on turnover intention. In this research model age, gender, education and organizational tenure are treated as control variables to avoid statistical confounds.

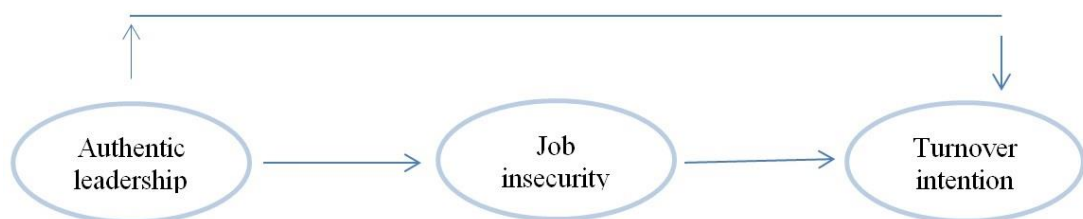


Figure 3: model of research

## **4.2 The Effect of Authentic Leadership on Job Insecurity**

According to Keim, Landis, Pierce and Ernest (2014), the insecurity of job is one of the stressors in the modern labor life that happens with changes to the organization, which is prevalent. Following prior studies, it is widely comprehended that the insecurity of job may emanate in negative effects for those persons concerned and the firm where they are employed (Cheng and Chan, 2008; Sverke, Hellgren and Naswell, 2002).

Not much effort has been invested in the identification of antecedents of job insecurity in comparison to its effects. The studies that exist are summed in a recent meta-analysis (Keim et al., 2014), who discovered that a number of work and organizational environmental situations have a temporary contract like blue collar jobs, and with the exposure to the changes to the organization, have higher job insecurity levels. In spite of this, an absence of adequate organizational communication, the perception of the role of ambiguity, and the role of conflict were related to heightened degrees of insecurity in jobs. Firms and their actions, accordingly impact the magnitude and emergence of the insecurity of jobs, among their staff.

A proposal of Greenhalgh and Rosenblatt (1984), was for the leadership of managers (being the direct day-to-day representatives of the firm having direct contact with the employees), may affect as well the perceptions of the employees of job insecurity. Through the consideration of literature that exists, some scholars have traced behaviors of leaders such as ethics (Hamid, 2015), the employee-oriented and production of leadership (Richter, Tafvelin and Sverke, 2018). In current times,

research studies look at the authenticity of leadership (referred to as a positive leadership forms), according to Avolio and Gardner (2005), and its direct correlation to the insecurity of jobs. Without a doubt, leadership which is authentic has a role to play prominently in firms, according to Wang (2014). The personal growth and development of their followers can be fostered to produce results for jobs that are better. An adequate number of studied research support the hypothesis that authenticity in leadership helps explain the behaviors of workers at work (Wang, Sui, Luthans, Wang and Wu, 2014).

The JD-R model (Jobs Demands-Resources) has been used by the current study, in the investigation of authenticity in leadership, to explore the way this leadership can influence the worker's perception of job security, via the balancing of the resources and demands in the company.

Since in a hospitality setting undergoing organizational change, the adopting and embedding of the authentic leadership in the framework of this model, is a positive way to provide answer the puzzle of the black box, which includes specific demands (like conflict role, time pressure, job workload, insecurity and downsizing), resources (such as managerial trust, variety of tasks, engagement in work, productivity, hope, internal communication and safety climate), and outcomes (as in burnouts, intentions of turnover, quality of service, absenteeism and organizational commitment). By considering this, the subsequent hypothesis is offered:

**H1: There is a negative significant relationship between authentic leadership and job insecurity.**

### **4.3 The Relation between Authentic Leadership and Turnover Intention**

The correlation between organizational performance and turnover has been examined prior, displaying the costs to personnel linked with the process of picking, recruiting, training and developing of new employees to take the place the workers who quit voluntarily from the firm based on Hancock et al. (2013); Holtom et al. (2008). The costs stemming from turnovers economically, are at the percentages ranging from 150 and 250 of the annual wages of the employee (Mello, 2011). The training costs and recruitment of employee has a direct link as has been discovered, to the turnover, and also to the low morale levels of employees, satisfaction from work and the perception of low quality of service (Gray et al., 2000). Consequently, turnover of employees has been linked to leadership ineffectiveness, according to Mossholder et al. (2005). Cost considered, it is tantamount for the firm to aim to manage strategically, the turnover intention. As long as the intentions of an employee to stay in a job, is connected and impacted directly by the relationship with the supervisor, according to Allen et al. (2009), it appears that authenticity of leadership could proffer a method that is effective in the retention of major workers via the building of trust and an authentic relationship in the working group (Azanza, 2015).

According to job demand resource theorizations, resources for jobs are deemed to be vital for the retention of workers, based on De Braine and Roodt (2011). Several researches (i.e. Bakker and Demerouti, 2007; Bakker, Demerouti and Verbeke, 2004; Demerouti et al., 2001b; Schaufeli and Bakker, 2004), bore indications of the absence of job resources as related to disengagement, which consequently increases the intentions of turnover. Low engagement in work, poor autonomy and subpar



departmental resources were predictive of workers leaving their firms and transferring elsewhere, according to De Lange et al. (2008). If a firm provides enabling resources for the workers to carry out their duties successfully, then the employees might become hesitant to quitting the firm (Halbelsleben and Wheeler, 2008). Within this present research, it is asserted that job resource (authenticity of leadership), will explain a crucial proportion of the distinctiveness in intentions of turnover. A leadership which is positive, relates to the authenticity of leadership, and given the above relationship as presented, the subsequent hypothesis is proposed:

**H2. There is a negative significant relationship between authentic leadership and turnover intention.**

#### **4.4 The Relation between Job Insecurity and Turnover Intention**

Due to the essentiality of clarity, the intention for a turnover as defined currently is the inclination of a worker to quit his or her company. These might encourage the response of withdrawal aimed at reducing any type of job stress (Ashford et al., 1989). Scholars who believe that insecurity in jobs is a hindering stressor that induces undesirable reactions of strain postulate that coping emotionally with such a stressor is to take a step away from the issue in the form of intentions for turnover, being absent and actual turnover (Camgoz et al., 2016). Podsakoff et al. (2007), carried out meta-analytical research with 183 samples that are independent, that supported the thesis that acts of insecurity in jobs as a stressor of a hindrance, is directly linked to the reduction in the satisfaction of jobs and the heightened levels of organizational withdrawal and job. From a different viewpoint, Pedsakoff et al. (2007), are of the argument that the emotions of job insecurity could make the employee perceive the absence of a balance between gain and efforts. With the more uncertainty an individual has about the retention of their current job, they are more

probable to seek alternative secure opportunities for jobs (Greenhalgh and Rosenblatt, 2010). Or even, the exposure to the process of downsizing according to Kalimo et al. (2003) and Moore et al. (2004), and had perceptions of the threat of the loss of job (Ashford et al., 1989) and the insecure feeling related to the danger of the loss of vital job characteristics, have been linked with the intentions of turnover, based on Greenhalgh and Rosenblatt (2010).

As a result, job insecurity perception is found consistently positively linked with the worker's intentions of turnover (Ameen et al., 1995; Rosenblatt and Ruvio, 1996; Rosenblatt et al., 1999; oQuin and LoTempio, 1998; Ruvio and Rosenblatt, 1999; Tivendell and Bourbonnais, 2000), and actual turnover, according to ); Blau (1994); Arnold and Feldman (1982). In return, there is equally proof of positive relations between intentions and insecurity in jobs, when it comes to staying in an organization (Iverson and Roy, 1994). Finally, on the basis of the theory of job demand resource, which defines the demand of jobs as stressors which are emotional or physical in the role (involving time pressures, a big workload, environment for work which is stressful, emotional labor, poor relationships, and ambiguity of roles). Withdrawal responses will be induced on the basis of job insecurity as a high demand job. The present study suggests, therefore, that through the measurement of responses for evaluation to the employee's job insecurity level, a direct effect of security employment on the turnover of employee intents would be discovered, then the research suggests the following hypothesis:

**H3: There is a positive significant relationship between job insecurity and turnover intention.**

#### **4.5 The Mediating Role of Job Insecurity**

As argued above, the variable in our proposed study has a relationship on the basis of prior research which is clear that authenticity of leadership affects negatively the intentions of turnover and it can have key consequences on the insecurity of job on the basis of the theory selected by this research. As emphasized by the JD-R theory, higher and lower job demand levels (job insecurity) can influence the satisfaction of employees, their commitment and psychological well-being of the workers which are directly related with the result of the work, such as the turnover intention. Hence, workers whose job insecurity is low will tend to remain with the firm much more than those with high job demand perceptions. It is therefore logical to make the assumption that job insecurity will play the role of mediator of the relationship of the authenticity of leadership, with the intentions of turnover, which implies that the authenticity of leadership will cause a decline in the awareness/sensing of work insecurity in the place of work, which is expected for the strengthening of the tendency and ability of the authentic leaders to reducing the issue of turnover intents in the sector of hospitality.

**H4: Job insecurity will be mediating the relation between authentic leadership and turnover intention.**

## **Chapter 5**

### **METHODOLOGY**

This chapter provides details on the utilized procedures and methods. The quantitative approach that is used is explained and the definitions of the sampling approach are provided. Information about the collection of data is given. In addendum, this chapter gives information on the structure of the questionnaire used for the survey and how the measurement of the items on a scale is made. Lastly, the description of the analyzed data is provided.

#### **5.1 Research Approach**

Leedy and Ormrod (2001) define the methodology of the research as the “general approach the researcher takes in carrying out the research project” (p.14). The three approaches which are most common in carrying out research include quantitative, qualitative and mixed methods. The proposed model is to check using the quantitative procedure of research.

Quantitative methods of research comprise of numbers and whatever appears measurable in a way that is systematic of investigating phenomena and their correlations. When intending to explain the relationship within measured variables, predict and control phenomena, a quantitative method is applied (Leedy, 1993). It starts with the collection of data on the basis of the theory or hypothesis and it is followed by the application of statistics that are descriptive or inferential. Observations and surveys are typically used examples utilized with a statistical

association, according to Creswell (2003, p. 153). The entirety of quantitative studies often concludes with confirming or disconfirming the tested hypothesis. One or few variables intended for usage in a research work are identified by the researchers, and the collection of data follows in relation to those variables (Leedy and Ormrod, 2001, p. 102).

This thesis uses the quantitative approach. That is, the relationships among authentic leadership, job insecurity, and turnover intention are developed using the JD-R model and empirical evidence in the relevant literature. Accordingly, this thesis develops and tests a research model that examines job insecurity as mediators of the effects of authentic leadership on turnover intention. The testing of the model needs inferential analysis of statistics such as the correlation, regression and Confirmatory Factor Analysis (CFA) and the reliability (Cronbach alpha).

## **5.2 Sampling Strategy**

Sample of the current research comprised judgmental sample of frontline employees who were occupied in the four and five-star hotels of Tehran in Iran. Judgmental sampling is known as a non-probability sampling technique. According to Churchill, (1995) In this sampling technique, “the sample elements are selected because it is believed that they are representative of the population of interest” These frontline employees who were choose from front desk office, food and beverage sector and housekeeping had intense face-to-face or voice-to-voice interactions with customers.

## **5.3 Data and Procedure**

Data is collected from respondents who are frontline employees in the hotel industry in Tehran during two weeks in May 2017. A letter of permission is provided to the star management of the hotel for cooperation in the questionnaire distributions and

collection. The main survey conducted is checked for validity by the performance of pilot studies via 10 cases to determine items that could question the validity of the operationalization. Out of 20 hotels, 14 hotels accepted participation in the research. nine of these hotels were four-star and six of them were five-star. A totality of 260 questionnaires were shared among the employees of the frontline, with only 247 of them completely returned and 13 declined due to invalidity or not being completed.

## **5.4 Questionnaire Structure and Measurement**

As previously noted, frontline hotel employees constituted the respondents from which data were collected with a two-week time. The questionnaire involved measures on authentic leadership, insecurity in jobs, and the intentions of turnover, and included also items of demography like age, education, gender, marital status, and organizational tenure. The items concerning the variables studied, in this thesis, were gotten from scales well-established in the literature. The items in the questionnaire were completely prepared in English, originally, and then translated into Persian with the help of the back-translation method (Parameswaran and Yaprak, 1987).

To be more specific, the researcher provided the questionnaire in English, and two persons that are bilingually fluent in the English and Persian languages participated independently in the translation process of in Iran. Lastly, inconsistencies were further checked in the two questionnaire versions by the researcher.

### **5.4.1 Authentic Leadership Measurement**

Measuring this Authenticity in leadership is performed via a 16-item Authentic Leadership Questionnaire (ALQ), which Walumbwa et al. (2008) have validated. Evidence was shown that there were convergent and discriminant validity in the

scale, in relation to other constructs of leadership like transformational leadership. Several other studies were performed by them which have provided support for the higher-level premise of authenticity in leadership (Rego et al., 2012; Walumbwa et al., 2010; Clapp-Smith et al., 2009). Walumbwa et al. (2008) state that authenticity leadership is comprised of four significant aspects such as a) balanced processing b) awareness of self c) internalized moral perspective and d) relational transparency (all involving 4 items respectively).

Items for sample included these: “my immediate supervisor admits mistakes when they are made” (relational transparency), “my immediate supervisor analyzes relevant data before coming to a decision” (balanced process), “my immediate supervisor demonstrates beliefs that are consistent with actions” (internalized moral perspective), and “my immediate supervisor accurately describes how others view his or her capabilities” (self-awareness). The Likert-scale is the basis of arrangement, from 1 (strongly disagree) to 5 (strongly agree). The coefficient alpha is .96 for the overall scale, in this study.

#### **5.4.2 Job Insecurity Measurement**

De Witte’s (2008) Job Insecurity Questionnaire (JIQ) was employed in the measurement of insecurity in jobs for this study. It was comprised of 4 items for the measurement of job insecurity which include: a)It makes me anxious which maybe become unemployed b)I’m concerned regarding the continuance of my work. c)I fear that maybe losing my work. d)I’m feeling insecure regarding the future of my work. The Likert-scale is the basis of arrangement, from 1 (strongly disagree) to 5 (strongly agree). The Cronbach alpha coefficient of .90 is proffered for the items of the JIQ, measuring global job insecurity were portrayed as having high reliability.

### **5.4.3 Turnover Intention Measurement**

This was measured with Cammann et al. (1979)'s scale. Three items meant for the measurement of the tendency of employees to quit their organization in the closest future were included: a) often think about quitting my job, b) will probably look for a new job in the near future and c) will quit his job next year. A five-point Likert scale was used for the rating of the responses, ranging from 1 (strongly disagree) to 5 (strongly agree). The desire for leaving the organization was indicated by higher scores, and the coefficient alpha reliabilities was .86.

### **5.5 Data Analysis Technique**

The proposed study model was analyzed using AMOS 16 software (Ringle et al., 2005). A confirmatory factor analysis (CFA) was conducted to check for individual items reliability, internal consistency reliability, discriminant validity and convergent validity of the items. The evaluation and interpretation of the findings of the research, in the consequent part, adheres to the two-stage approach recommended by Hulland (1999). Reliability and validity of the measurement model were first assessed. Next assessment is of the structural model. According to Fornell (1987), structural modeling of the equation is the second generation of multivariate analysis that is used increasingly in social management and sciences to surpass the constraints of classical techniques of statistical analysis (Nunkoo, Ramkissoon, & Gursoy, 2013).

In this study, Goodness-of-fit measures like RMSEA, GFI, and CFI, etc., are tested which are explicitly maintains that goodness-of-fit measures are the requirement of covariance-based SEM (CB-SEM).



## **Chapter 6**

### **RESULT**

The current chapter is comprised of the results of research that is generated from the survey. The questionnaire is the basis of the survey conducted. Statistical results are provided in this part through the use of the Statistics Package for Social Science (SPSS) software. In order to evaluate the convergent validity, confirmatory factor analysis is used, a collection of chi-square distinction utilized to assessed reliability and validity and finally coefficient alpha's assessment measured by using Cronbach's alpha.

#### **6.1 Sample's Descriptive Statistic**

Collected Dada shows that 63 (25.5%) of employees with age ranging from 18–27 years has responded to survey, it notice 114 (46%) of participant rage in age from 28–37 years, the participants with ages between 38-47 was observed to be (18%), The rest of employees were up to 48 years. The sample shows (54.7%) male and 112 (45.3%) female respondents.

Table number 3 shows that 111 employees (45%) had just secondary and high school education. Those who had two-years college degrees included 86 (35%) and 38 (15%) responded with 4 years university degrees, while it contained and the rest had graduate degrees. About 38.11% of the employees who responded to the survey were at work in front office department . from Food and Beverage section 37.2% of employees have participated and 24.69% of these employees were occupied as a

housekeeper in their workplace. The majority of these employees (122—49.5%) were working for 4 years or less in the organization. 33% of them had 5-8 year tenure, The rest which is about 17.5 % had occupied with the organization for more than eight years. Among all the respondents, a bit more than half of them were single or divorced, whereas others were married. 114 (46,2%).

## **6.2 Measurement Results**

The initial pace in AMOS 16, testing is to assess the measurement model. Measurement model focuses on the estimation of the goodness of measure. All measures were subjected to a series of confirmatory factor analysis.

The outcomes recommended a good fit of the suggested assessment model to the data based upon the following fit stats: Chi-Square = 244, df = 93;  $\chi^2/df = 2.62$ ; CFI =.97; GFI =.96; RMSEA =.058. All observable indications filled considerably on their particular latent variables. In other words, there was proof of convergent validity (Anderson & Gerbing, 1988).

The results of EFA generated 3 variables with eigenvalues more than 1.00. These three constructs represented 93.1% of the variance. Items preserved as an outcome of EFA were likewise based on CFA for a much more strenuous psychometric analysis.

The sizes of the factor loadings varied from.61 to .93. One out of all loadings amounted to or more than.50. As a result, one item from the Authentic Leadership construct (question 2) was omitted (Jang & George, 2012), Based on correlation measurement errors and low standardized loadings (<.40). Omitted items during confirmatory factor analysis are shown in table 4.

Table 3: Demographic information of front line employees

<b>Variables</b>	<b>Frequently</b>	<b>Percentage</b>
<b>Age</b>		
18-27	63	25.5
28-37	114	46
38-47	44	18
>48	26	11
<b>Total</b>	<b>247</b>	<b>100.0</b>
<b>Educational Level</b>		
secondary and high school	111	45
University/2 years	86	35
University/4 years	38	15
Graduate degree	12	5
<b>Total</b>	<b>247</b>	<b>100.0</b>
<b>Department</b>		
Front Office	94	38.11
Food and Beverage	92	37.2
Housekeeping	61	24.69
<b>Total</b>	<b>247</b>	<b>100.0</b>
<b>Organizational Tenure</b>		
1-4	122	49.5
5-8	82	33
More than 8 years	43	17.5
<b>Total</b>	<b>247</b>	<b>100.0</b>

Table 4: Scale Items and Confirmatory Factor Analysis Results

Scale Item	$\lambda$
<b>Authentic leadership</b>	
Says exactly what he or she means	.853
Admits mistakes when they are made	- *
Encourages everyone to speak their mind	.832
Tells you the hard truth	.831
Displays emotions exactly in line with feelings	.806
Demonstrates beliefs that are consistent with actions	.799
Makes decisions based on his or her core values	.794
Asks you to take positions that support your core values	.779
Makes difficult decisions based on high standards of ethical conduct	.778
Elicits views that challenge his or her deeply held positions	.778
Analysis relevant data before coming to a decision	.753
Listens carefully to different points of view before coming to conclusions	.753
Seeks feedback to improve interactions with others	.741
Accurately describes how others view his or her capabilities	.733
Knows when it is time to re-evaluate his or her position on important issues	.731
Shows he or she understands how specific actions impact others	.609
<b>Turnover intention</b>	
Often thought of quitting	.845
Looking for a new job next year probably	.798
Leaving the job next year	.797
<b>Job insecurity</b>	
It makes me anxious which maybe become unemployed	.931
I'm concerned regarding to the continuance of my work	.920
I fear that maybe losing my work	.755
I'm feeling insecure regarding to the future of my work	.738

\* Items were dropped during confirmatory factor analysis. Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 5 iterations.

### 6.3 Reliability and Validity

Reliability and validity were assessed utilizing a collection of chi-square distinction examinations via measures of each set of constructs ( $p < .05$ ). A two-dimensional model for each and every set of constructs was initial fit, and afterward, items that stood for each construct were pushed into a single-factor solution.

The outcomes showed that, in each situation, the single-factor model was substantially substandard to a two-factor model based upon the chi-square distinction test. As a result, there was additional proof of discriminant validity (Anderson & Gerbing, 1988). Composite scores for each and every variable were calculated by balancing ratings throughout items standing for that variable. Means, standard deviations correlations, and inner consistency reliabilities are displayed in Table 5.

Table 5: Scale Reliabilities, Means, Standard Deviations, and Correlations of Study Variables

Variables	Mean	SD	Alpha	1	2	3
1. Authentic Leadership	3.05	.72	.96	1.000		
2. Job insecurity	2.65	1.02	.90	-.32	1.000	
3. Turnover intention	2.59	.92	.87	-.36	.44	1.000

*Note.* All correlations are significant at the .05 (one-tailed test). SD: Standard deviation

Coefficient alphas for AL, JI and TI were 0.96, 0.90., and 0.87, respectively. All coefficient alphas were above .70. The scale purification procedure seemed in charge of such a result.

## 6.4 Structural Model Results

As shown in Table 5, there are significant correlations among study variables. Specifically, AL is associated negatively with Job insecurity ( $r = -.32$ ). AL is also negatively correlated with turnover intention ( $r = -.36$ ). Finally, Job insecurity is also positively correlated with turnover intention ( $r = .44$ ).

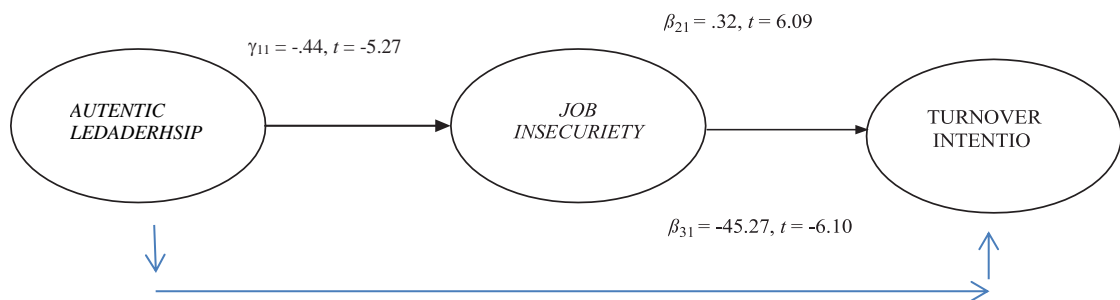


Figure 4 Hypothetical Model

## 6.5 Structural Model Assessment

The findings in the following; table 6, indicated that a negative relationship exists between Authentic Leadership and Job insecurity (JI) ( $\beta = -0.44$ ;  $t = -5.27$ ;  $p = 0.000$ ), thereby supporting H1. This finding shows that employees who rated Authentic Leadership higher oppositely indicated a lower score on the Job insecurity (JI) scale.

According to the result, there is a negative relation between Authentic leadership and turnover intention ( $\beta = -0.45$ ;  $t = -6.10$ ;  $p = 0.000$ ) which support H2. The finding shows that employees who rated authentic leadership higher will indicate a lower score on the voluntary turnover intention scale.

The study found a positive relation between Job insecurity (JI) and voluntary

turnover intention ( $\beta = 0.32$ ;  $t = 6.09$ ;  $p = 0.000$ ) supporting H3. This finding shows that employees who rated Job insecurity (JI) higher indicated also higher score on the voluntary turnover intention scale.

Table 6: Results of Regression Analysis for Hypothesis Testing

<b>Hypothesis</b>	<b>Relationship</b>	<b>B</b>	<b>t value</b>	<b>P</b>	<b>Status</b>
H1	AL → JI	-0.44	-5.27	0.00***	Supported
H2	AL → TI	-0.45	-6.10	0.00***	Supported
H3	JI → TI	0.32	6.09	0.00***	Supported

Note: \*\*\*:  $P < .001$ . AL is Authentic leadership, JI is job insecurity and TI is turnover intention.

## 6.6 Testing the Mediating Role Job Insecurity

To test the mediating effect of Job insecurity on the relationships between Authentic leadership and voluntary turnover intention, as recommended by Preacher and Hayes (2008) three steps are used. In the first step the total effect of Authentic leadership (independent constructs) on voluntary turnover intention (dependent construct) is tested ( $\beta = -0.45$ ;  $t = -6.10$ ;  $p = 0.000$ ).

Second, since the indirect effect is established and significant, then the mediation exists. Third, to verify whether the mediation is full or partial, the remaining impacts of AL on the voluntary turnover intention after the inclusion of Job insecurity (JI) are evaluated. As reported from the figure since the value of direct effect is found significant, then there is a case of partial mediation. As reported in the figure below, even though the hypothesized mediation relationships is significantly based on Beta values and t-value, using bootstrapping analysis by re-sampling of 5000 based on the AMOS software (Ramayah et al., 2016), as indicated by Preacher and Hayes (2008),

the Lower Limit (LL) and Upper Limit (UL) of the confidence interval and Lower Limit (LL) and Upper Limit (UL) of the bias-corrected confidence intervals did not straddle a zero in between (i.e., when the lower limit has a negative and the upper bound has a positive signs) (Hair et al., 2014; Preacher & Hayes, 2008), indicating that there is mediation. Thus, the researchers can conclude that the mediation effect is partial and statistically significant (Hair et al., 2014). Therefore, H1, H2, H3, and H4 are supported. (See table 6 and 7).

Table 7: Structural Model Result

<b>Total effect of X on Y</b>					
<b>Effect</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>-.4566</b>	<b>.0748</b>	<b>-6.1006</b>	<b>.0000</b>	<b>-.6040</b>	<b>-.3092</b>
<b>Direct effect of X on Y</b>					
<b>Effect</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>-.3129</b>	<b>.0737</b>	<b>-4.2444</b>	<b>.0000</b>	<b>-.4582</b>	<b>-.1677</b>
<b>Indirect effect of X on Y</b>					
<b>Effect</b>	<b>Boot</b>	<b>SE</b>	<b>BootLLCI</b>	<b>BootULCI</b>	
<b>jiot</b>	<b>-.1436</b>	<b>.0382</b>	<b>-.2315</b>	<b>-.0808</b>	
<b>Normal theory tests for indirect effect</b>					
<b>Effect</b>	<b>se</b>	<b>Z</b>	<b>p</b>		
<b>-.1436</b>	<b>.0363</b>	<b>-3.9604</b>	<b>.0001</b>		

*Note.* All standardized path estimates are significant ( $p < .05$  or  $p < .01$ )



## Chapter 7

### DISCUSSIONS AND CONCLUSION

A detailed evaluation of the outcomes reported in the fifth chapter was presented in this chapter. A number of useful consequences for managers and management are obtained as well. It concludes with the directions for future research and limitations.

#### 7.1 Assessment of Findings

Hancock et al. (2013) assert that the identification of connecting factors of the organizations with their employees, and the prevention of turnover of workers considered valuable, is highly essential for any organization as a result of the losses that would be incurred on human and social capital, in relation to turnover.

Hence, the goal of this thesis was to develop a model of testing research that would verify the impact of authentic leadership on the intentions for turnover by employees, and the examination of the role of mediation of job insecurity between the intentions for turnover and authentic leadership in hotels with four and five stars. The data from respondents in frontlines of hotels in Iran were the basis of the test of this relationship.

In the last ten years, an increasing interest in the studying of authenticity in leadership has transpired, becoming one of the emerging pillars of the leadership field, according to Muceldili, Turan and Erdil (2013). In the conducted study, the association between the authenticity in leadership and turnover intention variables

are analyzed, as well as the mediating impacts of job insecurity. The core hypothesis of this research was that authentic leadership would inadvertently cause a decline in job insecurity, which would consequently decrease the turnover intent of employees. To allow for the testing of this mediatory model, lots of hypotheses are generated on the relationship existing between the variables being studied. The hypotheses were supported, overall.

Negative relationships were found in the results between the authenticity in leadership and job insecurity and between leadership and turnover intent. On the basis of a finding by this study, authenticity in leadership will cause a decline in the level of turnover intention in the organization, and this effect is in accordance with the tenets of the JD-R Theory (Bakker, 2007), that mentioned that high resources combined with low demand would enable more motivation and more productivity to result in outcomes which are positive. The study is supportive of previous studies (Azanza et al., 2015) that indicate the negative impacts of leadership on intentions for turnover.

As the results predicted, negative relationships were discovered between authentic leadership and job insecurity. The outcomes are crucial since it portrays that authentic leadership will diminish job insecurity perceptions of employees, via the use of behavioral qualities like the awareness of self, balanced processing, relational transparency, and internalized moral perspectives.

The key and negative effect of authenticity in leadership on job insecurity is in accordance with the JD-R theory's principle, that assumes that balancing between

negative (i.e. demands) and positive (i.e. resources) job features are contributive to more desirable health and joyful employee life (Bakker and Demerouti, 2007).

A direct positive relationship was uncovered between insecurity in jobs and turnover intent, by considering principles of the JD-R theory, in which the presence of high demands (i.e. workload, job insecurity, and pressure etcetera) will cause a negative job outcome like intentions to quit, burnout, turnover and so on. This finding is supporting the results consistent with previous literature (Ameen et al., 1989; Tivendall and Bourbonnais, 2000; Barling and Kelloway, 1996; Greenhalgh and Rosenblatt, 2010).

Authenticity in leadership significantly related to intentions of turnover, as previously mentioned. Does the question remain how this decrease caused by authentic leadership on the level of turnover intention occurs within the company?

The findings of this study highlight the indirect impact between authenticity in leadership and turnover intent, as being significant and established, implying mediation. However, a significant element is also the value of the direct relationship between the two stated variables, and then the case of partial mediation. Hence, job insecurity is revealed as partially mediating the relationship between the authenticity of leadership, and intentions of turnover, in this study. The JD-R theory supports this.

To conclude, the positive effects of the authenticity of leadership on the organization and employees is demonstrated in the present study, proposing the core factor in the retention of employees that are valuable, as authentic leadership through the impact on the perception of job insecurity by employees.

## **7.2 Managerial Implications**

First of all, assumed the indirect relationship of authentic leadership and turnover intentions, every organizations especially hospitality organization should be aware of the value and positive effect of authentic leadership in decreasing the level of the turnover intentions among workers. Considering the employees' levels of organization commitment can also help to understand why such attitudes should also be maintained and supported. Accordingly it makes sense for managers to choose and train this kind of leadership who can help to increase commitment, satisfaction, trust and so many other positive work attitude to ensure the retention of valuable Human Resources.

Second, organizations are warned against the intentional increase of job insecurity among their workers. The enhancement of trust, realistic communication, organizational support, supervisors' mentoring of workers, sharing of details, contribute to making of decisions, workshops for discussion, flexible working arrangements, effective feedback, relaxation and the perception of fairness, and management of time (positive resources), can enable the coping of employees on job insecurity (demand) and hence the reduction of turnover (negative outcome). Managers ought to send visible messages to employees that the company values its workers, and feels responsible for them. Further investigation on coping with turnover and job insecurity, should be made to assist the employees properly as well as the organization, in dealing with these matters. Further studies can also assess the practices of organizations that assist in downsizing the perception of job insecurity of workers, which would consequently decrease intentions for turnover.

Moreover, since this study assumes JD-R theory, there are other implications which can be mention. The main message of our research is that when demands are exist resources can act as a buffer; in the circumstance of high demand, resources become much significant. Consequently, mangers in organization must be able to offer sufficient resources which can assist to get better and positive job outcomes. Base on Demerouti, & Euwema (2005) managers have to be careful as well in applying job demands, such that workers can able to overcome themselves and be pushed with enough stimuli to work hard.

Lastly, from a perspective of management, Veloutsou and Panigyrakis (2004) state that the retention of the high performing employees is essential. This is due to the effect of turnover on the company's profit as well as productivity (Singh and Kumar, 2012). Moreover, clients can also be affected by turnover, since clients must deal with inconsistencies in services emanating from different providers of services. Besides, the client-employee relationship is also disturbed because the clients have to engage in forming new relationships with new workers.

### **7.3 Limitations and Future Research**

In spite of the several essential contributions made by this empirical study to the existing literature, it also has limitations which suggest prospects for future research that are viable. The data collection firstly, involved two weeks' time. Even though this approach can offer few evidences temporarily for causality, it is inadequate in making firm causal inferences. Better results will depend on the collection of data over longer time periods in future studies, to examine the relationship between the variables of study in such research.

Secondly, the data for this research was obtained in one Iranian city; hence future research can explore data collection from all cities or all four and five-star hotels, or conduct a comparative analysis between hotels/cities, and between different countries.

Thirdly, only one effect of job demand is tested in this research, which is job insecurity on turnover intention. There are other demands on the job that employees face with them such as the role of stress, emotional dissonance, and work-family conflicts, are among the stressors faced by frontline employees. Hence, the incorporation of these job demands into the model of research could improve the comprehension of impacts of different stressors on turnover intention, simultaneously.

Forth, future investigation can consider some other variable, such as some outcomes like burnout, actual turnover, service recovery, employee's motivation and so on, which can be affected by job insecurity perception. Since authentic leadership is

known as a positive kind of leadership, future studies can consider it to investigate such research by suggested outcomes.

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## **APPENDICES**

## Appendix A: English Questionnaire

### PART A

Please indicate your level of agreement or disagreement with each of these statements. Place an "X" mark in the box of your answer.

Statement	Strongly Agree	Only Agree	Disagree	Certainly Disagree
<b>Authentic leadership</b>				
<b>My Leader;</b>				
1. Says exactly what he or she means				
2. Admits mistakes when they are made				
3. Encourages everyone to speak their mind				
4. Tells you the hard truth				
5. Displays emotions exactly in line with feelings				
6. Demonstrates beliefs that are consistent with actions				
7. Makes decisions based on his or her core values				
8. Asks you to take positions that support your core values				
9. Makes difficult decisions based on high standards of ethical conduct				
10. Olicits views that challenge his or her deeply held positions				
11. Analyzes relevant data before coming to a decision				
12. .Listens carefully to different points of view before coming to conclusions				

13. Seeks feedback to improve interactions with others					
14. Accurately describes how others view his or her capabilities					
15. Knows when it is time to re-evaluate his or her position on important issues					
16. Shows he or she understands how specific actions impact others					
<b>Turnover intentions</b>					
17. Often thought of quitting					
18. Looking for a new job next year probably					
19. Leaving the job next year					
<b>Job insecurity</b>					
20. It makes me anxious which maybe become unemployed					
21. I'm concerned regarding to the continuance of my work.					
22. I fear that maybe losing my work.					
23. I'm feeling insecure regarding to the future of my work.					

## **PART B**

### **Instructions**

Answer questions as they relate to you. For most answers, check the box (s) most applicable to you or fill in the blanks.

#### **1. Age**

(Select only one.)

- 18-27
- 28-37
- 38-47
- 47 and above

#### **2. Gender**

(Select only one.)

- Female
- Male

#### **3. Education**

(Select all that apply.)

- Secondary
- 2-years College
- 4-years College
- Master

#### **4. Experience**

(Select only one.)

- Between 1 and 4 years

5-8 years

More than 8 years

**Additional Comments:**



## Appendix A: Persian Questionnaire

کاملاً مخالف	مخالف	نظری ندارم	موافق	کاملاً موافقم	شرح
					1. مدیر عامل ما به طور دقیق منظور خود را بیان میکند.
					2. مدیر عامل ما اشتباهات مرتکب شده خود را قبول میکند
					3. او دیگران را به گفتن نظریشان تشویق میکند
					4. او در هر صورت واقعیت را میگوید.
					5. بنا بر موقعیت احساسات مناسب و درستی از خود نشان می دهد.
					6. او باور هایی که با اقدامات همراستا است را در الویت قرار می دهد.
					7. تصمیمات را بر اساس ارزش های اصلی خود می گیرد
					8. از شما می خواهد که موقعیت هایی که با ارزش های اصلی خودتان یکی هست را تقبل کنید
					9. تصمیم گیری های دشوار را بر اساس استانداردهای بالای اخلاقی انجام می دهد
					10. دیدگاه ها و نظراتی را که موقعیت های عمیق او را به چالش می کشد به نمایش می گذارد
					11. داده های مربوط را قبل از تصمیم گیری تجزیه و تحلیل می کند
					12. قبل از نتیجه گیری به دقت به دیدگاه های مختلف توجه می کند
					13. به دنبال باز خورد برای بهبود تعامل با دیگران است
					14. دقیقاً شرح می دهد که دیگران چه ویژگی های او را می بینند
					15. زمان درست ارزیابی موقعیت خود را در مورد مسائل مهم می داند
					16. درک خود از تاثیر اقدامات خاص بر دیگران را نشان می دهد

					17. اغلب به فکر ترک کردن کار می افتم
					18. در فکر یک کار جدید برای سال دیگر هستم
					19. سال بعد کار را ترک می کنم
					20. احتمال این که بیکار شوم باعث می شود اضطراب داشته باشم
					21. من نگران ثبات کاری ام هستم
					22. من می ترسم کارم را از دست بدهم
					23. من در مورد آینده کاری ام احساس ناامنی می کنم

#### دستورالعمل

گزینه‌ای که جواب شما می‌باشد را انتخاب کنید.

(1 سن:

(فقط یک گزینه را انتخاب کنید)

48 به بالا	38 تا 47	28 تا 37	18 تا 27
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(2 جنسیت :

مرد	زن
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(3 تحصیلات :

راهنمایی	فوق دیپلم	لیسانس	فوق لیسانس
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(4 مدت زمان تصدی شغل :

بین 1 و 4 سال	5 تا 8 سال	بیش از 8 سال
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(5 وضعیت تاهل:

مجرد	متاهل
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نظرات و پیشنهادات: