

# **Outcomes of Job Insecurity among Service Employees**

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Submitted to the  
Institute of Graduate Studies and Research  
in partial fulfillment of the requirements for the degree of

Doctor of Philosophy  
in  
Business Administration

Eastern Mediterranean University  
January 2020  
Gazimağusa, North Cyprus

Approval of the Institute of Graduate Studies and Research

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## ABSTRACT

The purpose of this thesis is to develop and test a research model that examines the impact of job insecurity on customer-contact employees' service recovery performance, service innovation behavior, and absenteeism. This thesis also aims to investigate the mediating role of self-efficacy in the relationship between job insecurity and the aforementioned job outcomes.

This study adopted a quantitative approach by gathering data in the five-star hotels in Antalya in Turkey. In order to minimize common method variance, data were collected from employees with a time lag of one month. Employees' service recovery performance and service innovation behavior were rated by their direct supervisors.

The findings revealed that job insecurity negatively affected self-efficacy, service recovery performance, and service innovation behavior. Job insecurity was found to be positively linked to absenteeism as well. The results underscored that self-efficacy mediated the relationship between job insecurity and the aforesaid outcomes.

Using the findings in the current work, theoretical and managerial implications were discussed and future research directions were underlined.

**Keywords:** Absenteeism, Customer-Contact Employees, Job Insecurity, Service Innovation Behavior, Service Recovery Performance

## ÖZ

Bu tezin amacı, iş güvencesizliğinin müşterilerle birebir temasta bulunan işgörenlerin hizmet iyileştirme performansı, yenilikçi performans ve işe devamsızlık değişkenleri üzerindeki etkisini inceleyen bir araştırma modelini geliştirip test etmektir. Bu tez, ayrıca, iş güvencesizliği ile yukarıda verilmiş olan değişkenler arasındaki ilişkide öz yeterlilik değişkeninin aracı rolünü test etmeyi amaçlamaktadır.

Bu çalışma, Türkiye’de Antalya ilinde bulunan beş yıldızlı otellerde veri toplama suretiyle niceliksel bir yöntem izlemiştir. Ortak yöntem sapmasını en aza indirebilmek için, veri bir ay aralık ile işgörenlerden toplanmıştır. Hizmet iyileştirme performansı ile yenilikçi performansa ait veri çalışanların doğrudan bağlı olduğu yöneticilerinden toplanmıştır.

Bulgular, iş güvencesizliğinin öz yeterliliği, hizmet iyileştirme performansı ile yenilikçi performansı olumsuz yönde etkilediğini ortaya koymuştur. İş güvencesizliği, aynı zamanda, işe devamsızlığı artırmıştır. Bulgular, iş güvencesizliği ile yukarıda verilmiş olan değişkenler arasındaki ilişkide öz yeterliliğin aracı rolüne sahip olduğunu da göstermiştir.

Bu çalışmada elde edilen bulgular doğrultusunda, teorik açıdan katkılar ile yönetsel belirlemeler üzerinde durulmuş ve gelecek araştırmalara yönelik öneriler sunulmuştur.

**Anahtar Kelimeler:** Hizmet İyileştirme Performansı, İş Güvensizliği, İş Devamsızlık, Müşterilerle Birebir Temasta Bulunan İşgörenler, Yenilikçi Performans

*To My Loving Mother Dr. Taraneh Moasser*

## **ACKNOWLEDGMENT**

First and foremost, I would like to express my sincere appreciation to my supervisor Professor Osman M. Karatepe for his priceless support and being a tremendous advisor and mentor for me. His guidance and immense knowledge allowed me to grow as a researcher. I could not have imagined achieving my Ph.D. without his constant feedback and contribution.

I would like to acknowledge the members of my thesis committee for their insightful comments and positive attitudes. I wish to show my gratitude to the faculty members of the department of Business Administration who provided me the opportunity to start my Ph.D. and gain academic experience. I would also like to extend my thanks to my fellow friends for their valuable inspirations and assistance.

Last but not the least, I would like to thank my dear mother Taraneh, my father Reza, my sister Ghazal and my husband, Omer Sami Kaya for their unconditional love and support. This accomplishment would not have been possible without them. Thank you.

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# Chapter 1

## INTRODUCTION

This chapter provides a background on the importance of conducting research regarding job insecurity of customer-contact employees with specific concentration on the hospitality industry. Additionally, this chapter clarifies the aims, research questions, and contributions of this study to the hospitality and service marketing literature. The chapter also presents an overview of the thesis structure.

### 1.1 Research Background

The ‘people’ element in the service marketing mix signifies the importance of human capital in the competitive service industry. Customer-contact employees who frequently interact with customers are considered key factors in service delivery since the organization is personified by them. In addition, they have better clues about customers’ diverse demands due to their day-to-day interaction with customers. It is said that customer-contact employees *are* the service, they *are* the brand, and they *are* the organization in the customer’s eyes (Zeithaml, Bitner, & Gremler, 2018).

As the main service is delivered through customer-contact employees, high quality service is largely contingent on their performance (Briggs, Sutherland, & Drummond, 2007). Hence, customer-contact employees’ performance and their useful and novel ideas for high quality service are valuable (Zeithaml *et al.*, 2018).

This is specifically true for the hospitality industry which has been urged to boost the quality of its service by relying on its competitive human capital (Kusluvan *et al.*, 2010). Hotel managers have been concerned for improved service performance and creative approaches for constant high quality customer service to gain competitive advantage (Hjalager, 2010). On the other hand, the hotel industry is differentiated from other sectors by its unattractive inherent characteristics in terms of long and anti-social working hours, low payments, repetitive and burdening tasks, and little career advancements. These characteristics will not only limit the room for creativity and innovative behavior but also encourage task avoidance and absenteeism (Sarabakhsh, Carson & Lindgren, 1989). These paradoxical facts urge the researchers to call for studies to explore the effects of different work-related constructs and human resource practices on service behaviors of hospitality employees (Chen, 2017; Gursoy, 2018).

One of the constructs that seriously affects employees' behavior is job insecurity (Shoss, 2017). It appears that downsizing and outsourcing efforts caused job insecurity to be a persisting phenomenon (Schaufeli, 2016; Shoss, 2017). Technological changes and economic necessities also indicate the threat of job insecurity (Keim *et al.*, 2014). Thus employers are inevitably obliged to opt for contract-based recruitment, downsizing, outsourcing or restructuring their employment plans (Hirsch & De Soucey, 2006; Keim *et al.*, 2014). According to the report by the "Organization for Economic Cooperation and Development" (OECD) among the residents of OECD nations, Turkey ranks fourth in terms of high chance of losing job (OECD, 2017).

Job insecurity is specifically relevant for the tourism industry which is unique due to its specific aspects of high demand fluctuations and seasonality. In addition, external aspects such as political instability, climate changes, and technological advances can significantly change the employment plans in this sector. Likewise, internal aspects in the tourism sector such as poor social and professional status and work overload make labor flexibility a major problem (Bouzari & Karatepe, 2018; Ozturk, Hancer, & Im, 2014; Vujičić *et al.*, 2015). Statistics show that the hospitality labor market faces the highest level of job insecurity and high number of zero-hours contracts with nearly 20% of its workplaces experiencing zero-hours contract (Brinkley, 2013). The World Tourism Organization and International Labor Organization (2014) reported that 32.2% of employees in the tourism industry worked under temporary contracts.

Extensive review of the literature signifies job insecurity is accompanied by many negative job related outcomes. Employees who perceive the threat of job insecurity in their career life would undergo job dissatisfaction, low organizational commitment, weak performance, poor organizational identification, more unethical and deviant behavior at work, and more turnover intentions (Piccoli *et al.*, 2017; Reisel & Probst, 2010; Safavi & Karatepe, 2019; Shoss, 2017; Vujičić *et al.*, 2015).

## **1.2 Purpose of the Thesis**

Job insecurity is a subjective perception of losing current job. Hence, it is a source of stress for employees, deteriorates employees' personal resources, and adversely affects their behavior. Negative correlations between job insecurity and personality traits, psychological capital, and optimism have been documented by some studies (e.g. Costa & Neves, 2017; Konig *et al.*, 2010; Schreurs *et al.*, 2010). Despite these findings, several researchers highlight that there is limited empirical research about

job insecurity's relationship to attitudinal and behavioral outcomes (Akgunduz & Eryilmaz, 2018; Bouzari & Karatepe, 2018) and there is a need to examine the mediating role of psychological-related mechanisms in the relationships of job insecurity and job outcomes (De Witte, Pienaar, & De Cuyper, 2016; Guarnaccia *et al.*, 2018; Nielsen, *et al.*, 2018; Safavi & Karatepe, 2019; Schaufeli, 2016; Vander Elst *et al.*, 2016).

With this realization, this study aims to investigate the impact of job insecurity as an important work stressor on valuable work outcomes of customer-contact employees through the mediating role of self-efficacy. Specifically, the current study assesses: (1) job insecurity's impact on self-efficacy, (2) job insecurity's impact on behavioral outcomes in terms of service recovery performance, service innovation behavior and absenteeism; (3) the influence of self-efficacy on these behavioral outcomes; and (4) the influence of self-efficacy as a mediator in the relationships of job insecurity and aforesaid behavioral outcomes. The research questions of the current study are summarized below:

1. What is the impact of job insecurity on employees' self-efficacy?
2. What is the impact of job insecurity on employees' absenteeism?
3. What is the impact of job insecurity on employees' service recovery performance and service innovation behavior?
4. What is the impact of employees' self-efficacy on their absenteeism?
5. What is the impact of employees' self-efficacy on their service recovery performance and service innovation behavior?
6. Does self-efficacy act as the partial mediator between job insecurity and the aforementioned outcomes?



### **1.3 Contribution of the Thesis**

This study enhances current knowledge on job insecurity within the hospitality service literature in the following ways. First, job insecurity is a problem that still waits for a solution specifically within the hospitality service industry (c.f. Bouzari & Karatepe, 2018; Vujičić *et al.*, 2015). On the other hand, this problem is on the rise as a result of replacement of technology and economic downturns (Keim *et al.*, 2014). Nevertheless, the threat of job loss carries many negative job outcomes for employees. With this realization, gauging the consequences of job insecurity among customer-contact employees is critically important.

A review on present literature within job insecurity domain revealed that research has mainly centered on physical and mental health-related outcomes of job insecurity while behavior-related outcomes are less examined (Piccoli *et al.*, 2017). More specifically, impacts of job insecurity on customer-contact employees' behavioral job outcomes within the hospitality industry have not been attended sufficiently (Akgunduz & Eryilmaz 2018; Bouzari & Karatepe, 2018; Darvishmotevali, Arasli & Kilic, 2017; Safavi & Karatepe, 2019; Vujičić *et al.*, 2015). Moreover, although drastic negative job outcomes inflicted by job insecurity have been conceptualized, empirical research on the mechanism process in which job insecurity relates to work outcomes is rare (Bouzari & Karatepe, 2018; Costa & Neve 2017; Nielsen *et al.*, 2018; Safavi & Karatepe, 2019; Shoss, 2017). Recognizing these voids, the current study assesses how job insecurity may affect customer-contact employees with regards to their service recovery performance, service innovation behavior, and their inclination to be absent from work, by means of self-efficacy as the mediating variable. This study contributes to the literature by combining two theories of social

cognitive theory and threat rigidity thesis to develop and test self-efficacy as a mediator between job insecurity and these behavioral outcomes.

There are several reasons for selecting the abovementioned outcomes. Specifically, within service companies 2.3% labor hours are lost as a result of absenteeism (Kocakulah *et al.*, 2016). Based on Business Wire report of 2014, absenteeism of employees in the United States (U.S) burdened huge costs to employers in terms of workload, stress, peer workers' disorders, and deterioration in employee's morals (Business Wire, 2014). However, it appears that present hospitality literature did not pay adequate attention to the construct of absenteeism which is a significant withdrawal behavior of customer-contact employees (Karatepe & Karadas, 2014; Ozturk & Karatepe, 2019). More importantly, very little is known about the direct impact of job insecurity on absenteeism or intention to be absent from work in the extant literature (De Witte *et al.*, 2016; Staufenbiel & Konig, 2010).

It seems that the hospitality literature lack evidence about the relationship of job insecurity and service recovery performance (Safavi & Karatepe, 2019). In addition, hospitality literature still has limited evidence pertaining to innovation behavior, while innovation behavior is an acute performance in a number of service settings (e.g., Kim, Karatepe, & Lee, 2018). Despite the critical role of service innovation behavior, less is known about the association between job insecurity and innovative work behavior. Niesen, De Witte, and Battistelli's (2014) review highlights the lack of empirical research on job insecurity and innovative work behavior. Later, Niesen *et al.* (2018) noted that there is need for a further examination of the mechanism that links job insecurity to service innovation behavior.

Second, self-efficacy is a dynamic personality variable. Argued by Gist and Mitchell (1992), self-efficacy can evolve by time, new experiences and knowledge. Self-efficacy largely affects the level of individuals' task achievements. However, surprisingly, the extant literature does not appear to delineate any evidence regarding the abovementioned direct and mediating effects (Guarnaccia *et al.*, 2018). Informed by this, we contend that individual's level of self-efficacy is likely to drop due to their perceptions of uncontrollable threat of job loss. More importantly, this study proposes that self-efficacy is the underlying mechanism through which job insecurity influences propensity to be absent from work, service recovery performance, and service innovation behavior.

Thirdly, indicated by Min, Park, and Kim (2016), research within the hospitality industry is devoid of methodologically wise empirical studies with two procedural remedies simultaneously which can reduce the possibility of common method variance (Podsakoff, MacKenzie, & Podsakoff, 2012). Informed by this void, data collection of the current study took place at three different points of time during three months utilizing multiple sources method of data collection, in which supervisors rated the customer-contact employee's service recovery performance and service innovation behavior. This methodology will reduce the probability of common method variance (Podsakoff *et al.*, 2012).

## **1.4 Proposed Methodology**

### **1.4.1 Sample and Procedure**

Data were obtained from full-time hotel customer-contact employees in Antalya, which is one of the most important touristic destinations in Turkey. There are at least two reasons for choosing these employees. First, due to their daily frequent

interactions with customers, customer-contact employees are the main sources of information about customer requests and problems (cf. Karatepe & Olugbade, 2016). Second, human resource practices in hospitality businesses garner much research attention (Gursoy, 2018). Not surprisingly, customer-contact employees are in the center of these practices and play an important role in establishing sustainable customer service relationships. Employees in customer-contact positions are expected to do it right the first time in service delivery process, if not, do it right this time in complaint handling process (Cai & Qu, 2018; Prentice, 2018; Villi & Koc, 2018).

Information we obtained from “Antalya City of Culture and Tourism Directorate” at the time of this study showed that most of the international and national five-star hotels were located in the Manavgat region. Therefore, our study focused on these hotels in this region. In this region, there were 144 international and national (chain or non-chain) five-star hotels. However, we managed to contact management of only 14 hotels for data collection. Of these hotels, management of three national five-star hotel and one international five-star hotel agreed to participate in the study. Data collection was carried out by the human resource managers of these hotels.

To assess the relationships depicted in Figure 5, we collected data with three measurement times separated by a one-month interval to curtail the risk of common method variance. That is, data for job insecurity were obtained at Time 1, while data for self-efficacy was gathered at Time 2. For absenteeism, data were gathered at Time 3. After obtaining data from employees, we collected multiple sources of data,

which highlighted the immediate supervisors' ratings of employees' service recovery performance and service innovation behavior.

#### **1.4.2 Measures**

Job insecurity was assessed with a four-item scale from Delery and Doty (1996). Respondents used a five-point scale of 5 (*strongly agree*) to 1 (*strongly disagree*). The items for this scale were reverse-scored. The items used to measure self-efficacy came from Luthans, Youssef & Avolio (2007). The self-efficacy items were assessed on a six-point scale of 6 (*strongly agree*) to 1 (*strongly disagree*).

A single item scale was used to operationalize absenteeism. Using a single-item measure is likely to be sufficient when it is based on respondents' subjective experiences (Robins, Hendin, & Trzesniewski, 2001). The item is "How often have you been absent from the job because you just didn't feel like going to work?" This item was borrowed from the work of Autry and Daugherty (2003). Participants were asked to report their responses via a seven-point scale of 7 (*always*) to 1 (*never*).

Service recovery performance was operationalized through five items from Boshoff and Allen (2000). Respondents used a five-point scale of 5 (*strongly agree*) to 1 (*strongly disagree*). Six items from Hu, Horng, and Sun (2009) were tapped to assess service innovation behavior. Each item was rated on a seven-point scale of 7 (*strongly agree*) to 1 (*strongly disagree*).

#### **1.4.3 Data Analysis**

This study tested the measurement and structural models in two steps as recommended by Anderson and Gerbing (1988). First, psychometric analysis of the measures were performed to address issues of convergent and discriminant validity as well as internal consistency reliability (e.g., Bagozzi & Yi, 1988; Fornell & Larcker, 1981). Second, all model tests were based on structural equation modeling

using the maximum likelihood estimation via LISREL 8.30 (Joreskog & Sorbom, 1996).

This study focused on ‘partial mediation’. Therefore, Baron and Kenny’s (1986) conditions were considered to establish mediation. The Sobel test established whether self-efficacy mediated the impact of job insecurity on absenteeism, service recovery performance, and service innovation behavior (e.g., Lee, Weber, & Rivera, 2018; Van Den Broeck *et al.*, 2008). Consistent with other studies in the hospitality literature (e.g., Ghosh, 2018; Saleem, Yaseen, & Wasaya, 2018), this study utilized the “PROCESS model 4” with a bootstrapped 5,000 sample size through the 95% confidence interval as a follow-up analysis to test the mediating impacts (Hayes, 2013).

## **1.5 Structure of the Thesis**

Seven chapters are included in this thesis. Chapter one is the introduction chapter and provides the research background, purpose of the study, research questions, proposed methodology, and importance of the study for the field of services marketing and hospitality literature.

In chapter two, literature review will be discussed with the conceptualization of study’s variables including job insecurity, self-efficacy, service recovery performance, and service innovation behavior. Theoretical backgrounds of the study will be discussed in this chapter as well.

In chapter three, the proposed hypotheses of the study will be developed through review of relative past studies and theoretical frameworks given in chapter two.

Chapter four describes the adopted methodology of research design including sample of study, process of questionnaire design, measurement items, pilot study, and back-translation along with the procedure of data collection and steps of data analysis.

In Chapter five, study's empirical results will be presented. Statistical analysis, measurement results and structural model test results will be presented in detail.

Chapter six discusses the findings and continues with theoretical implications and practical implications. The limitations of the study along with future recommendations will be conferred in this chapter. This thesis will be completed by chapter seven which highlights the conclusion of study.

## **Chapter 2**

### **LITERATURE REVIEW**

This chapter discusses concept of job insecurity and its potential outcomes in detail. Concept of self-efficacy as the mediating variable between job insecurity and outcomes is further explained. The dependent variables of this study namely absenteeism, service recovery performance, and service innovation behavior are clarified. Finally this chapter reviews the relative theoretical backbones of the study namely social cognitive theory, threat rigidity thesis, conservation of resources theory, and self-determination theory.

#### **2.1 Job Insecurity**

Job insecurity has been defined variously by scholars. For instance Greenhalgh and Rosenblatt (1984, p.438) defined job insecurity as “the perceived powerlessness to maintain the desired continuity in a threatened job situation.” Other scholars defined the construct as “perception of a potential threat to continuity in his or her current job” (Heaney, Israel & House, 1994, p. 1431). Later, Sverke, Hellgren and Näswall (2002, p. 243) defined it as the “subjectively experienced anticipation of a fundamental and involuntary event related to job loss”. De Witte (1999) adopted a general view and defined job insecurity as an overall concern regarding the continuity of the job in future.



Some fundamental characteristics can be inferred from these definitions. First, the construct of job insecurity features a perceived *threat* to the continuity of the job.

Second, job insecurity is a *subjective* concept, that is, the perception of threat is different for each individual. However, it should be noted that this perception is not formed by mere personality traits; it is largely driven by the objective conditions of the workplace. Research identifies macroeconomic factors in the region and the position of employee in terms of age, gender, years of experience as frequent reasons of employees' perception of job insecurity threat (Ashford, Lee & Bobko, 1989). Likewise, organizational changes in terms of merge and acquisitions, new management, downsizing, and introduction of new technology are some common trends that escalate the perception of job insecurity (Greenhalgh & Rosenblatt 1984).

Third, job insecurity is an *involuntary* force and therefore it is different from employees who purposely prefer to work with temporary contract. Fourth, job insecurity accompanies feeling of *powerlessness* and *helpless* (De Witte, 1999). Fifth, job insecurity is *more stressful* than actual job loss since it is an estimation of job loss, hence it may keep the employees in the darkness of uncertainty everyday (Lazarus & Folkman, 1984; Sverke *et al.*, 2002).

Three main underlying reasons cause job insecurity to be a stressor; firstly basic societal needs of human being such as living income, identity and social status will be violated by feelings of job insecurity. Secondly, job insecurity is accompanied by uncertainty, which itself is a source of stress, and thirdly job insecurity threatens basic emotional human desires of independency, competency, and affiliation (De

Witte *et al.*, 2016; Jiang & Probst, 2014; Vander Elst *et al.*, 2012; Van den Broeck *et al.*, 2014).

Job insecurity as a hindering stressor impedes employees' learning capabilities, task fulfilments, and growth (Crawford, LePine, & Rich, 2010). A number of workplace accidents happen due to less concentration on safety matters caused by perception of job insecurity among employees (Jiang & Probst, 2014; Probst, Barbaranelli, & Petitta, 2013).

Indeed, meta-analytic studies have identified job insecurity to be linked with many mental and physical health problems (e.g. depression, anxiety, heart attack), poor job attitudes (e.g. job dissatisfaction, low employee engagement, low organizational commitment), and poor work-related performance (e.g. low creative performance, low adaptive performance and weak task performance, Cheng & Chan, 2008; De Witte, Pienaar, & De Cuyper, 2016; Jiang & Lavayss 2018; Shoss, 2017).

Within hospitality industry, although limited, a number of researchers have identified outcomes of job insecurity among customer-contact employees and demonstrated drastic negative effects of job insecurity in forms of poor job satisfaction (Bouzari & Karatepe, 2018; Cheung, Wu, & Ching Chi, 2019), poor job performance (Darvishmotevali *et al.*, 2017), more turnover intentions (Akgunduz & Eryilmaz, 2018), more deviant workplace behavior (Zoghbi-Manrique-de-Lara, Ting-Ding, & Guerra-Báez, 2017), and more counterproductive behavior (Tian, Zhang, & Zou, 2014). Table 1 summarizes the summary of conducted research regarding job insecurity within hospitality industry during the last 10 years.

Table 1: Summary of Empirical Studies of Job insecurity Within Hospitality Industry.

Source	Country	Sample	Main Findings
Akgunduz & Eryilmaz (2018)	Turkey	Restaurant employees	Affective job insecurity was positively and significantly related to turnover intention while cognitive job insecurity was negatively and significantly related to turnover intention. The impact of affective job insecurity on social loafing was fully mediated by turnover intention. Turnover intention partly mediated the impact of cognitive job insecurity on social loafing.
Bouzari & Karatepe (2018)	Iran	Hotel sales personnel	Job insecurity affected job satisfaction negatively; however job insecurity did not significantly decrease hope. Job insecurity impacted creative performance through mediating role of job satisfaction. The impact of job resources on job satisfaction was also mediated by perception of job insecurity. Job insecurity did not mediate the impact of job resources on hope.
Cheung <i>et al.</i> (2019)	Macao	Casino and hotel employees	Job insecurity positively led to anxiety. Job insecurity led to job dissatisfaction through full mediation of anxiety. Psychological capital and perceived employability moderated the mediated relationships of job insecurity on job dissatisfaction such that personal resources mitigated the negative impacts of job insecurity.
Darvishmotevali <i>et al.</i> (2017)	North Cyprus	Hotel employees	Job insecurity significantly decreased the level of job performance and increased the level of anxiety and emotional exhaustion. Anxiety mediated the negative impact of job insecurity on job performance. Supervisors' support and intrinsic motivation mitigated the mediated impact of job insecurity on job performance.
Dusek <i>et al.</i> (2016)	Russia	National Russian and foreign hotel employees	Job insecurity negatively affected job satisfaction for both Russian and foreign employees' sample. Job insecurity negatively affected organizational commitment for foreign employees. Job insecurity positively affected intention to quit among Russian sample.

Table1 (Continued).

Source	Country	Sample	Main Findings
Elshaer & Saad (2017)	Egypt	Hotels' managerial employees	Perception of job insecurity positively affected the turnover intention among survivors of job insecurity. High level of trust and commitment mitigated this negative impact. Those survivors who intended to quit as a result of perceived job insecurity, preferred to change their career entirely or pursue career in other countries.
Probst <i>et al.</i> (2013)	USA and Italy	Employees in a number of sectors including hospitality	Job insecurity positively related with the number of experienced accidents at work. High level of job insecurity also inhibited the employees to report the experienced accidents to organization's officials.
Safavi & Karatepe (2019)	Iran	Hotel employees	Job insecurity negatively impacted job embeddedness. Job insecurity led to more quitting intentions and less service recovery performance through full mediation of job embeddedness.
Tian <i>et al.</i> (2014)	Macao	Casino dealers	Job insecurity significantly increased counterproductive behavior, and decreased affective commitment. Affective commitment mediated the impact of job insecurity on counterproductive behavior. Supervisors' support mitigated the mediated impact of job insecurity on counterproductive behavior.
Vujičić <i>et al.</i> (2015)	Serbia	Tourism employees	Job insecurity was negatively related with job satisfaction and organizational commitment.
Wan (2010)	Macao	Casino dealers	Feelings of job insecurity were found to be one of the perceived barriers toward good service delivery.

## 2.2 Self-efficacy

The concept of self-efficacy is rooted in social cognitive theory and is one of components of psychological capital (Luthans *et al.*, 2007). As one of critical aspect of self-concept, self-efficacy is concerned with one's belief in his/her capabilities of controlling life and self-confidence in accomplishing tasks (Bandura, 1997). Wood and Bandura (1989, p. 364) defined the construct as "... people's beliefs in their capabilities to mobilize the motivation, cognitive resources, and courses of action needed to exercise control over events in their lives". Stajkovic and Luthans, (1998a, p. 66) defined it as "an individual's conviction about his or her abilities to mobilize the motivation, cognitive resources, and courses of action necessary to successfully execute a specific task within a given context".

Perceiving self-efficacy in oneself implies the person's capability to control his/her functions, motivation level, flexibility and resistance to different situations. People's judgement about their capabilities to achieve a task, determines their motivation level (Bandura, 1997). Thus, high self-efficacious people are more confident and put more efforts in their performance and can overcome challenging tasks more successfully. On the other hand, people with low levels of self-efficacy easily give up putting efforts in challenging situation and they are more adversely affected by stress.

Self-efficacy is definitely a valuable construct for explaining the underlying process of human behavior (Bandura, 1977). Extensive research indicates that self-efficacy predicts individuals' work-related attitudes, performance and withdrawal behavior more than any other psychological constructs (Bandura, 1997; Gist & Mitchell, 1992; Judge & Bono, 2001; Stajkovic & Luthans, 1998b). However, an observation made

in the literature revealed that only limited studies examined self-efficacy as mediator construct between job insecurity and job outcomes.

Some researchers assume that self-efficacy as a personal resource prevents the undesirable outcomes of stress by prompting recovery from stress (Blecharz *et al.*, 2014; Hahn *et al.*, 2011). However, it should be noted that rather than a fixed trait-like characteristic, self-efficacy is a state-like construct which is largely dependent on environmental contexts (Luthans & Avolio, 2009; Luthans & Youssef, 2007). As stressed by Bandura(1997) individuals who face more stress, anxiety, distress, and powerlessness would exert less self-efficacy since they do not believe that they can control their own level of functioning and their surroundings events (Bandura, 2012).

It has been found that even individuals with high levels of self-efficacy considered job insecurity as an uncontrollable stressor, and felt great hindrance to their level of autonomy and pursuit of their goals (Feng, Lu & Siu, 2009).

Thus, self-efficacy should not be treated as a fixed trait. A number of empirical studies indicated that desirable conditions strengthened self-efficacy of individuals and undesirable situations weakened self-efficacy. For instance, it has been shown that self-efficacy of employees got improved by leadership style and consequently affected employees' creativity and innovative behavior (Mittal & Dhar, 2015). Research among hotel customer-contact employees demonstrated that self-efficacy had been altered by organizational support and led to employees' extra role service performance (Karatepe, 2015). Likewise, another study showed that work stress decreased self-efficacy of teachers and subsequently increased their level of job burnout (Yu *et al.*, 2015). In a recent study among call-center employees in

Malaysia, self-efficacy got enhanced by supervisor support and thus mediated the relationship between supervisor support and work engagement (Hidayah *et al.*, 2019).

### **2.3 Absenteeism**

Non-attendance behavior is a form of withdrawal behavior in which employees intentionally reduce the amount of time they devote to work by being absent from work, arriving late to work, early departure from work, or taking long permissions (Iverson & Deery, 2001). Absenteeism of employees is one form of costly withdrawal behavior for the organization (De Boer *et al.*, 2002). Absenteeism can be described as the employees' intention to escape from work or avoid demanding condition at work (Schaufeli, Bakker, & Van Rhenen, 2009). According to Karatepe and Choubtarash (2014) absenteeism is employees' absence behavior at work. Pizam and Thornburg (2000, p. 212) defined absenteeism as "unscheduled or unauthorized absence from work". According to the survey by "Society of Human Resource Management" and "Kronos Incorporated" among a number of nations such as Unites States, China, and Europe, it was revealed that absenteeism of employees signified one of the most important costs both directly(by reduced productivity) and indirectly (by additional payroll and replacement staff). It was also reported that total direct and indirect cost of absenteeism accounted for approximately %22 of payroll in the Unites States and nearly %34 of payroll in Australia and just about %38 of payroll in Europe (Business Wire, 2014).

Absenteeism is a complex phenomenon which can happen in different shapes (Berry, Lelchook, & Clark, 2012). Involuntary or unavoidable absenteeism refers to employees' absenteeism due to inevitable emergency conditions such as sickness and

recovery. Voluntary or avoidable absenteeism refers to the employees' absenteeism mainly due to low level of employees' morale, lack of job satisfaction, low job compensation, and lack of interest in the job. Absenteeism is critical issue since it is the stage before turnover intention which engenders extra costs for the organization (Bowen, 1982). The ultimate goal of employers is to reduce absenteeism.

According to research, the costs that absenteeism of employees carries for organization are due to higher workload pressures on other employees, lost revenue because of poor customers' service delivery, low productivity, lost in peer workers' motivation, and extra payments made for replacement of staff (Kocakulah *et al.*, 2016). Given the complex working schedule integrated with the hospitality sector, absenteeism of employees is specifically critical concern for hospitality managers (Pizam & Thornburg, 2000).

Causes of absenteeism can be attributed to individual factors such as family issues, alcohol consumption, smoking, physical health, and mental health problems (Halbesleben, Whitman, & Crawford, 2014; Kocakulah *et al.*, 2016; Lambert, *et al.*, 2005). Scholars also found absenteeism rooted in personality characteristics. For instance Daviri and Woods (2006) reported that people high on agreeableness dimension of Big Five personality trait have less absenteeism and people high on extraversion and openness personality traits have more absenteeism. Likewise, Ones, Viswesvaran, and Schmidt (2003) showed that integrity as a personality trait predicts the employees' absenteeism. Conte and Jacobs (2003) indicated that polychronicity positively relates with absenteeism. Likewise, they noted that Big Five personality dimensions and emotional stability had significant relationships with absenteeism.



Another set of causes for absenteeism are attitudinal factors such as loss of job satisfaction and lack of organizational commitment (Diestel, Wegge, & Schmidt, 2014; Lambert, *et al.*, 2005).

Additional absenteeism causes are attributed to job content and job context stressors in the workplace such as unsafe conditions of workplace, physical risks, high work load, and job insecurity (Kocakulah *et al.*, 2016).

Moreover, psychological factors such as decreased level of employees' morale and self-efficacy are among the important recognized causes of absenteeism (Lambert *et al.*, 2005; Vancouver & Day, 2005).

## **2.4 Service Recovery Performance**

Customer-contact employees are not only required to deliver service at the time of service encounters but also they have to handle complains of dissatisfied customers during the process of service recovery.

Service recovery performance has been defined as “frontline service employees' perceptions of their own abilities and actions to resolve a service failure to the satisfaction of the customer” (Babakus *et al.*, 2003, p.274). More importantly, it has been shown that customers whose dissatisfactions were solved by prompt and effective service recovery had increased satisfaction level and spread positive word of mouth to at least ten more individuals (Hart, Heskett, & Sasser, 1990).

On the other hand, if customer-contact employees fail to fulfill speedy and successful recovery for the unhappy customers, customer's dissatisfaction will be heightened and customer's trust will be lost which will cause a 'double deviation' problem

(Bitner, Booms, & Tetrault, 1990). Hence 'doing it right this time in complaint handling process is critical to retain customer satisfaction and loyalty (Liao, 2007).

It should be noted that although failure of service delivery might not be directly attributed to customer-contact employees' domain of performance, from customers' viewpoint, customer-contact employees are the agent of company and hence customers' evaluation of service recovery is largely dependent on performance of employees who are in customer servicing positions (Sparks & McColl-Kennedy, 2001).

Service recovery performance is concerned with particular behaviors of customer-contact employees in pleasing customers. These behaviors include accepting the responsibility of the service failure, expressing empathy, making apology, displaying decent behavior, explaining the problem's causes, taking care of the problem quickly, and resolving the problem (Liao, 2007).

According to the service marketing literature, two types of service failure exist; outcome failure and process failure. Outcome service failure is the occasion that the core service is not delivered. This type of service failure is mostly related with organization's fault. However, the other type of service delivery which is called process failure is referred to the *manner* that the service is delivered to the customers and is mostly occurred during service encounters of customer-contact employees (Smith, Bolton, & Wagner, 1999). For service industries such as hotels, *service process* failures are critical since they can aggregate customer dissatisfaction even more than outcome failures (Smith *et al.*, 1999).

It is worth mentioning that concept of service recovery performance focuses on the *efforts* that customer-contact employees put to enhance perception of service delivery and therefore it differs from its results since results of service recovery performance might be contingent on limits and situational factors that are sometimes beyond customer-contact employees' domain of control (Liao, 2007).

## **2.5 Service Innovation Behavior**

In recent times, one of important organizations' competitive advantages is attributed to employees' innovative behavior. Amo and Kolvereid (2005, p.5.) defined employees' innovation behavior as "an initiative from employees concerning the introduction of new processes, new products, new markets or combinations of such into the organisation".

Concept of service innovation behavior can be mostly attributed to service dominant logic framework (Lusch & Vargo, 2006). As proposed by service dominant logic, the essential mechanism of any economic exchange is the 'service' which is conceptualized as "the process of application of specialized competences through deeds, processes, and performances for the benefit of another entity or the entity itself" (Vargo & Lusch 2004, p. 2). In service-dominant logic, the innovation is rather determined by application of 'competences' (knowledge and skills) than traditional technology-based inventions (Drejer 2004). Based on this logic, service innovation involves new offering that has not been presented to customers before. This new offering can be either in form of an extra offer in current service mix or a modification in the service delivery process. In either case, applied competencies of service providers and/or customers need to be modified (Michel, Brown, & Gallan 2008).

In service dominant logic, customer-contact employees are considered as critical *operant* resource for innovation, since they are in the front line of customer knowledge interface (Atuahene-Gima, 1996). As emphasized by Siagla (2012), within service firms, needs of customers are expected to be satisfied promptly, this urges firms to look for new services with new features and improved service developments. It is worth mentioning that service industry's interactional nature and customers' heterogeneity in this sector intensify the critical demand for service innovation behavior (Chung & Schneider, 2002; Dotzel *et al.*, 2013; Hjalager, 2010). Customer-contact employees high in service innovation behavior can come up with new ideas for service improvement and convince others in the workplace (Kim *et al.*, 2018).

While creativity is mostly related with personal factors of the individuals, service innovation behavior is concerned with both generating and executing the novel ideas (Anderson, Potočnik, & Zhou, 2014). Thus, it requires supportive context. In order to make employees as effective *operant resource* for innovation and motivate them to provide new ways of service delivery, a work environment is required in which their novel ideas are encouraged and supported irrespective of possible ineffective outcomes (Bowen & Lawler 1992).

Service innovation behavior within hospitality organizations is the key to better quality service delivery, customer satisfaction, higher efficiency, higher market share, and higher profits (Li & Hsu 2016; Tang, Wang, & Tang, 2015). Long-term endurance of the hotels is crucially contingent on their employees' level of service innovation behavior in delivering superior and added value to the customers (Campo

*et al.*, 2014; Tajeddini & Trueman, 2012). However, there are limited studies in hospitality literature pertaining to service innovation behavior, suggesting the need for studies to explore different work-related construct and their impact on service innovation behavior of hospitality employees (Kim *et al.*, 2018).

## **2.6 Theoretical Foundations**

### **2.6.1 Social Cognitive Theory**

Rooted in social learning theory (Bandura & Walters, 1963), and agentic perspective, social cognitive theory asserts that human functioning is the outcome of interaction between three reciprocated forces, namely: behavioral, external environmental, and personal forces (Bandura, 1986).

Unlike previous thoughts which assumed that human behavior is the result of environmental factors only, social cognitive theory suggests that social influence, external, and inner individual forces can mutually shape and develop human functioning. In this model, *behavioral determinant* refers to the perceived positive or negative response that individuals receive after performing a behavior (outcome expectancy). The *environmental determinant* refers to the conditions and settings in which individuals perform behavior (support). The *personal determinant* refers to the extent of self-efficacy that individual possess in performing a behavior.

As shown in Figure 1 these three forces have bidirectional effect on each other. For instance, the external factor might exert influence on personal determinant of self-efficacy and vice versa. Strength of these three forces are not necessarily equal nor do they happen at once.

According to Wood and Bandura (1989), self-efficacy is the key factor in driving human behavior and persistence towards achieving goals. The theory implies that self-efficacy is concerned with ability of individual in exercising self-management, self-regulation, and self-confidence in different circumstances. Self-efficacy is one of critical aspect of self-concept and is concerned with one's belief in his/her capabilities of controlling life and self-confidence in accomplishing tasks (Bandura, 1997). In line with social cognitive theory, higher self-efficacy means more self-regulation, healthier psychological status, healthier physical status, and improved wellbeing (Bandura, 1982).

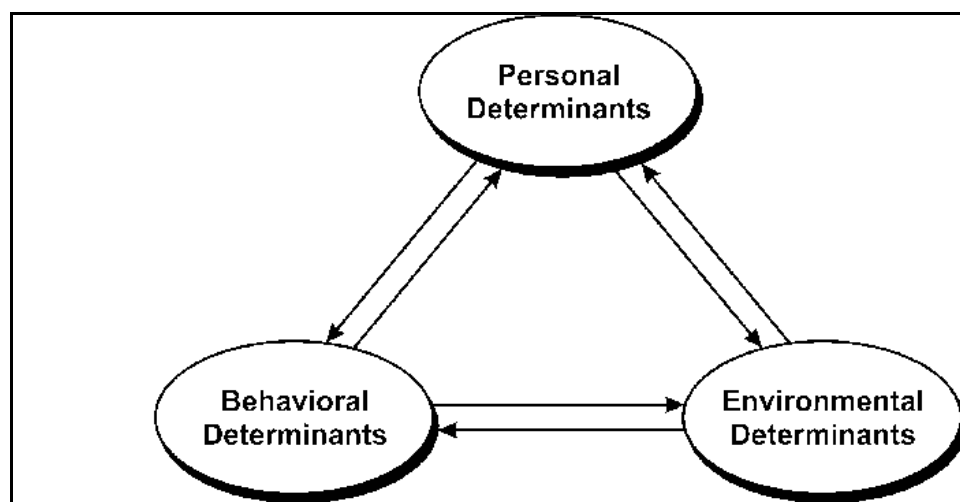


Figure 1: Causal Structure of Human Functioning Grounded in Triadic Reciprocal Causation (Bandura, 1986).

Unlike self-esteem which is a stable trait-like concept, self-efficacy is a *state-like* concept and is influenced by four different sources. First source is the *mastery experience* that individuals gain in tackling hindrances by persistent endeavor. The second source is named *social modelling* and refers to when individuals witness similar people as themselves putting the same amount of effort, can perform tasks successfully. The third source is called *social persuasion*, that is, when individuals

become persuaded by their society that they have abilities to dominate their activities, therefore they would attempt for more self-improvement to overcome obstacles. The fourth source of self-efficacy is referred to the person's *physical and emotional status* inferences (Wood & Bandura, 1989). Figure 2 depicts the four sources of self-efficacy.

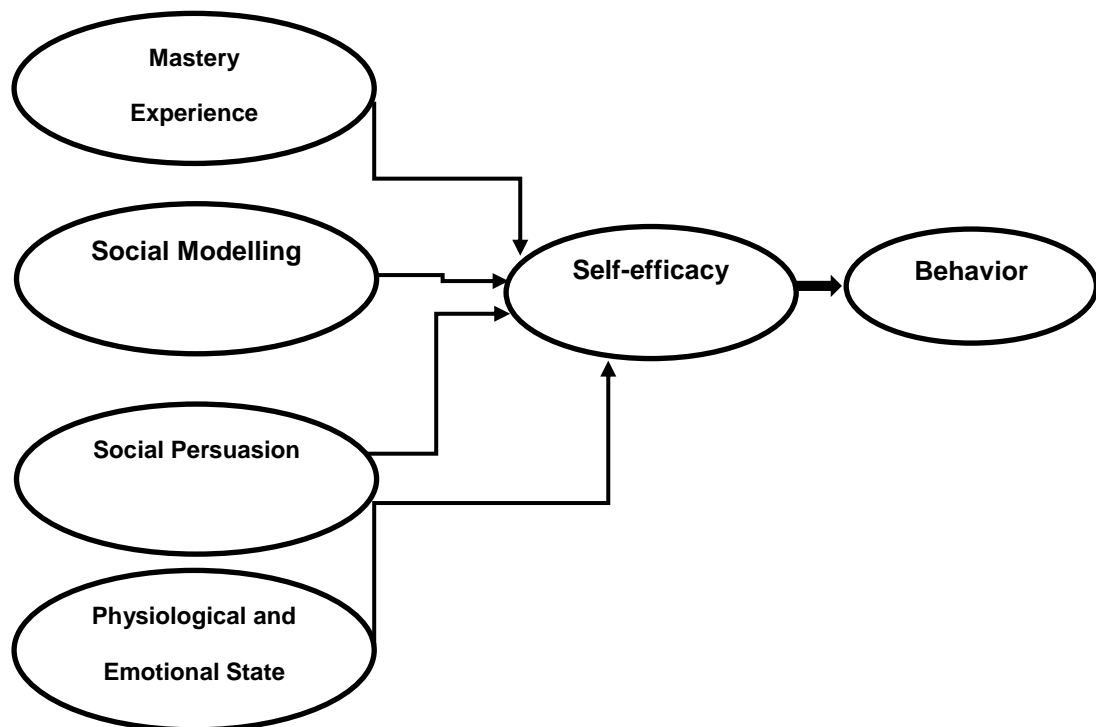


Figure 2: Sources of Self-efficacy Adapted from Wood and Bandura (1989).

Social cognitive theory contends that individuals in situations that they see largely as uncontrollable are likely to possess weak efficacy (Wood & Bandura, 1989) and individuals imposed by more stressful conditions would exert less self-efficacy since they will not believe that they can control their own level of functioning (Bandura, 2012).

### 2.6.2 Threat Rigidity Thesis

Staw, Sandelands and Dutton (1981) postulated the threat rigidity thesis based on extensive review of research related to people's reactions to threatening situations.

This framework is applicable in three levels of individual, group, and organizational behavior. The appropriate level for the current study is the individual level.

As depicted in Figure 3 threat rigidity thesis at individual level contains three important linkages. First is the linkage of threatening situation with stress, anxiety and psychological arousal for individual. Second is the linkage of stress, anxiety, and psychological arousal with cognitive response of individual. Third is the linkage of cognitive response with behavioral response.

According to threat rigidity thesis, when individuals face threatening situation, it brings stress, anxiety and psychological arousal for them. Individuals' reaction to the stress will be delineated cognitively in two forms of constriction in control and restriction in processing information. Control constriction means individuals cognitively lose control over their functioning and their reaction to the threatening situation would be limited to employ most dominant behavior (Staw *et al.*, 1981). Restriction in information processing means individuals tend to hold internal hypothesis about their environment and fail to attend to other aspect and cues of their surroundings.

Finally behavioral rigidity as the consequence to these cognitive responses can be demonstrated in poor performance, executing only dominant behavior, and withdrawal behavior (Staw *et al.*, 1981).



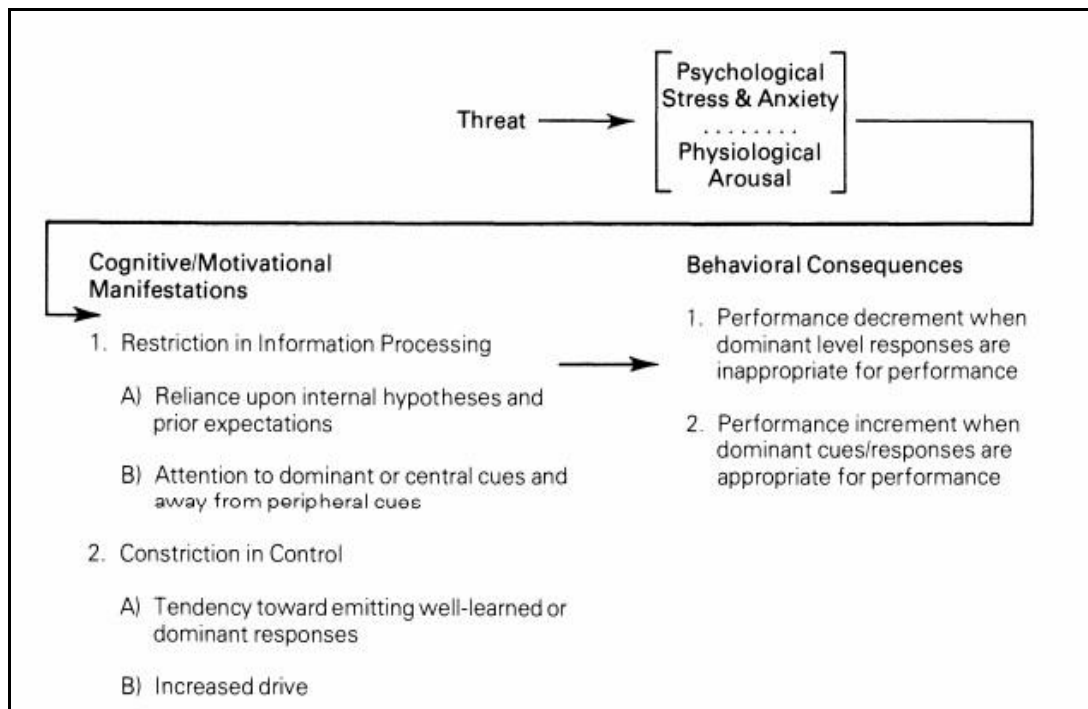


Figure 3: Threat Rigidity Thesis at Individual Level (Staw *et al.*, 1981).

### 2.6.3 Conservation of Resource Theory

Conservation of resource theory (Hobfoll, 1989), is a stress theory and can provide additional framework to understand why job insecurity is considered as a stressor. The underlying principle of this theory is that people strive to seek, attain, retain, and protect resources that they value. These resources are categorized into four types of objects, personal characteristics, conditions, and energies.

*Objects* refer to material items such as a house, car, food, adequate apparel and equipments. *Personal resources* refer to personal capabilities, skills, self-efficacy, self-esteem, sense of hope, and optimism. *Conditions* are the resources that one can use them to contend with external threats, some example of such conditions can be seniority, organizational tenure, friendship, and marriage status. *Energies* refer to the resources in terms of money, time, and knowledge. The assumption is that

individuals who possess more resources are more capable of acquiring new resources and vice versa (Hobfoll, 2001).

Specifically, job security is considered as the 'condition' type of resources. The condition of job security implies possessing the status of monetary resources along with social status which may facilitate attainment of additional resources such as object resources. Thus job insecurity signals the threat of losing such resources and hence it will generate psychological stress for the employees.

Conservation of resources theory underscores three occasions that cause occurrence of psychological stress. First occasion is when individuals are threatened to lose their resources. Second occasion is when individuals actually lose the resources. Third occasion is when individuals experience failure to access new resources after investing significant amount of their resource. To exemplify, job insecurity is the first occasion in which employees face the threat of losing resources; actual job loss can be the illustration of the second occasion, and example of the third occasion is when employees fail to find a job after investing time and effort on searching a job.

The theory asserts that threat of losing resources brings stress for individuals. Individuals apply two approaches to cope with such stress. One is reinterpretation, that is, they try to consider the potential positive gains rather than potential loss or they may try to lessen the relative importance of the resources that they are likely to lose. However this strategy is not helpful if the potential outcomes of losing resources are severe and detrimental. The other coping strategy is to substitute the resource at risk with another resource. However, such strategy is not possible for the

kind of resources that are not replaceable. Hobfoll (1989) mentioned that employing any of these strategies may be source of stress as well.

Thus, based on conservation of resources theory, it can be predicted that job insecurity will cause stress and any coping strategy may be stressful itself or might not be possible since potential consequences of job loss are severe.

#### **2.6.4 Self-determination Theory**

Self-determination theory provides additional support to understand why perception of job insecurity can deteriorate self-efficacy of individuals. The assumption of self-determination theory is that one fundamental aspect of individuals' life is that they are innately inclined to develop a constructive and distinctive sense of self, which is characterized by both self-regulation and social integration (Deci & Ryan, 2002). However, this tendency of human is contingent on contextual factors. In other words, some factors in the environment may hinder such tendency and some factors can support this general tendency.

According to self-determination theory, psychological growth, integrated functioning, and self-regulatory activities of an individual should not be viewed as something taken for granted, but should be considered as dynamic potencies of individuals that might appear, disappear or get altered depending on the degree of nurturing conditions. The nurturing condition is described as an environment in which three basic psychological needs namely competence, autonomy, and relatedness (belongingness) are nurtured which provide the basis for well-functioning and wellbeing of individuals. Dissatisfaction of these needs causes psychological fragmentation, passiveness, and self-alienation which in turn lead to malfunctioning and sickness (Deci & Ryan, 2002). Figure 4 depicts that based on self-determination

theory, environments that allow fulfillment of these three needs (competence, autonomy, and relatedness) engender personality's strength, motivations, psychological development, self-regulations, and personal integrity.

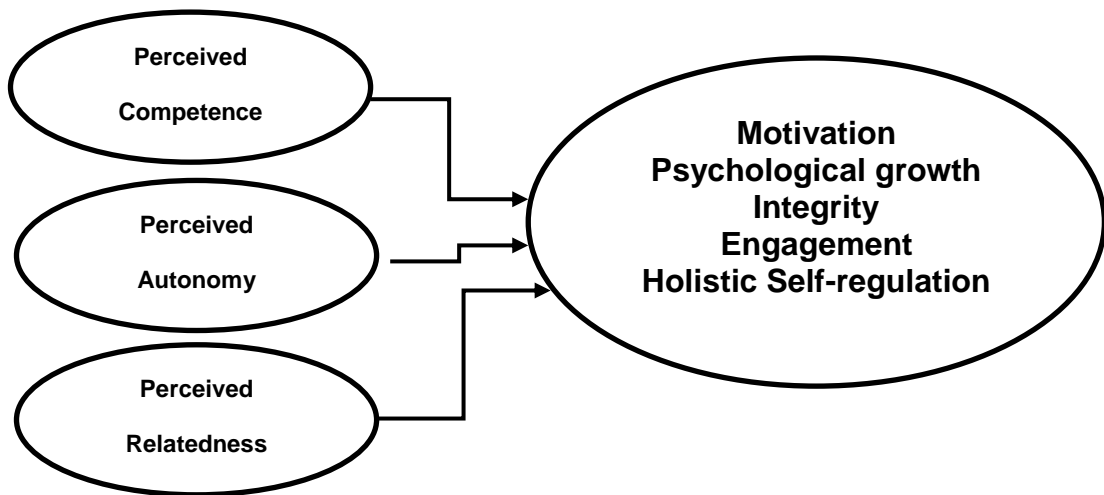


Figure 4: Self-determination Theory Adapted from Deci and Ryan (2002).

As described by Deci and Ryan (2002), the need for 'competence' refers to the general desire of individuals to confidently succeed in their actions and goals. This need denotes the individuals' desire to be effective in their actions and interactions as well as their willingness to experience challenging opportunities that can enhance their competencies and skills.

The need for 'autonomy' denotes the desire of individuals to behave and act according to their own perceived choices, interests, and values. This need implies that people seek psychological freedom and tend to behave as a result of their own integrated self.

The need for 'relatedness' implies the sense of belongingness to others and community and denotes the desire of individuals to be cared and care others. This

need refers to the psychological need of human to be connected socially and be member of a community.

In a working context in which the threat of job insecurity is present, these three basic needs of competence, autonomy, and relatedness may not be satisfied (Vander Elst *et al.*, 2012). Working with fear of losing job presents a constant experience of uncertainty about the future (Sverke *et al.*, 2002), which is not the desired choice of employees, thus it contradicts with the need for 'autonomy'. Job insecurity also indicates uncertainty regarding employees' place in the organization and community of co-workers, hence, employees' feeling of belongingness and relatedness to the colleagues and the whole working community will be disturbed. Finally job insecurity can impede the need for competence since job-insecure employees do not have clear expectation of future, their ability to undertake actions is limited (Dekker & Schaufeli, 1995), and therefore their desire to control environment to achieve their goals effectively will be violated.

Based on self-determination theory it can be predicted that job insecurity violates the three basic psychological needs, thus, the appropriate condition for individuals to actualize their tendency of personality development is not present. Such environment will block psychological development, motivation, integrity, and self-regulation of individuals.

## Chapter 3

### HYPOTHESES

In this chapter research hypotheses are developed based on related theories as well as relevant literature and empirical studies in the field. The research model of current thesis is presented and addresses the impact of job insecurity on the selected behavioral job outcomes through mediating role of self-efficacy.

#### 3.1 Research Hypotheses

##### 3.1.1 Job Insecurity and Self-efficacy

When employees have a subjective expectation of losing their jobs unwillingly, they feel stressed, powerless, and helpless (Sverke *et al.*, 2002). As discussed in prior chapter, conservation of resources theory (Hobfoll, 1989) underlines that job insecurity is a source of stress for employees. Available literature suggests that there are a few studies which found linkages between job insecurity and psychological dispositions. For instance, study by Kinnunen, Feldt, and Mauno (2003) among Finnish employees reported the negative impact of job insecurity on self-esteem. In Glavins's (2013) study it was documented that employees' sense of personal control got hindered due to perceived job insecurity. More recently, a research among Italian workers supported the hindering effect of job insecurity on individuals' occupational self-efficacy (Guarnaccia *et al.*, 2018).

However it appears that findings regarding job insecurity's impact on psychological and personality variables are mixed. For instance Westman, Etzion, and Danon

(2001) expected that job insecurity would increase burnout (more cynicism and less personal efficacy) among both husbands and wives. However they could not find significant relationship between job insecurity and burnout among wives. In another study among Canadian civil servants, job insecurity did not have any significant relationship with Big Five personality traits except for neuroticism (Tivendell & Bourbonnais, 2000). Study conducted among full-time employees working in Australian public service companies revealed that personality disposition of positive affectivity did not relate significantly with job insecurity whereas negative affectivity had significant relationship with job insecurity (Mak & Mueller, 2000). Surprisingly, a recent writing pointed out that job insecurity increased hope among Iranian hotel salespeople (Bouzari & Karatepe, 2018).

To the best of our knowledge, apart from one study (Guarnaccia *et al.*, 2018), the influence of job insecurity on self-efficacy as a personal disposition is not adequately researched. Based on social cognitive theory, uncontrollable and stressful situations weaken self-efficacy belief of individuals; this would ultimately hamper their task accomplishment since they will not believe that they can control their own level of functioning (Wood & Bandura, 1989).

Job insecurity is recognized as stressful and threatening situation (De Witte *et al.*, 2016) and it adversely affects the self-regulatory mechanisms of individuals (Niesen *et al.*, 2014). Feng *et al.* (2008) expected that even workers who possessed high self-efficacy perceive job insecurity as an uncontrollable and unpredictable hindrance stressor in their career. As discussed earlier, self-determination theory (Deci & Ryan, 2002) can also predict the negative effect of job insecurity on individuals' self-regulation. Therefore we assume that under job insecurity circumstance, customer-

contact employees' self-efficacy will be diminished. Accordingly, the following hypothesis is put forward:

H1: Job insecurity relates negatively to self-efficacy.

### **3.1.2 Job Insecurity and Absenteeism**

A line of research has confirmed that one of the basic predictors of absenteeism counts for employees' level of job stress (Greiner *et al.*, 1998; Neubauer, 1992; Westman, & Etzion, 2001). For instance, within hospitality research, Pizam and Thornburg (2000) demonstrated that stressful work conditions increased employees' absenteeism among employees. In another study among Turkish hotels, absenteeism level of hotel middle managers got increased due to high job burnout and job stress (Kuruüzüm, Anafarta, & Irmak, 2008). Yang (2010) evidenced that accumulated negative stress among customer-contact hotel employees caused job dissatisfaction and hence, induced employees' absenteeism, turnover intention, and poor performance.

In line with threat rigidity thesis (Staw *et al.*, 1981), when employees feel the possibility of losing their jobs, they will cognitively lose control over the continuity of their job as they do not know what to expect, and they would cope to the stressful threat by the most dominant response. As stated by Dekker and Schaufeli (1995), there are two kinds of coping effort in case of a stressful situation; problem solving and emotional coping efforts. In case of stressful condition, dominant response would be emotional-coping rather than problem-solving coping (Dekker & Schaufeli, 1995; Vander Elst, *et al.*, 2014). Since job insecurity is a threatening and undesirable situation for employees' enduring career, employees in correspondence will invest less in the organization and exert less attendance. In other words, employees find it



useless to cope actively with job insecurity as such unpredictable and uncontrollable issue, hence they would opt for emotional coping in forms of withdrawal behavior, task avoidance or turnover (Dekker & Schaufeli, 1995; Probst, 2002).

Some research supported the positive link of job insecurity and absenteeism. For instance Areni and Chirumbolo (2005) showed the positive impact of job insecurity on level of individuals' absenteeism. A recent meta-analytic research also indicated significant correlation between job insecurity and absenteeism (Jiang & Lavaysse, 2018). However, there seems to be inconsistencies in findings related to job insecurity and absenteeism and thus it deserve further examinations. For instance, in a study among German non-managerial employees, the association between job insecurity and absenteeism could not be supported (Staufenbiel & Konig, 2010). Burk, Ng and Wolpin (2015) in their research, failed to support the positive relationship between job insecurity and absenteeism of hospital nurses.

On the basis of threat rigidity thesis, and aforementioned discussions, we hypothesize the following:

H2: Job insecurity relates positively to absenteeism.

### **3.1.3 Job Insecurity, Service Recovery Performance and Service Innovation Behavior**

Numerous studies have proved that that job insecurity leads to lower task performance. For instance, Piccoli *et al.* (2017) found that job insecurity led to diminished job performance of Italian employees. Likewise in a study among 450 employees, it was shown that job insecurity is accompanied by inferior job performance. More recently, Prentice (2018) in their empirical study among front line casino dealers showed that job security led to better task performance. Selenko

*et al.* (2013) in their study showed a negative relationship between job insecurity and self-reported job performance. A recent empirical study within frontline employees of five and four-star hotels reinforced that job insecurity pertains to poor job performance due to aroused anxiety and stress (Darvishmotevali *et al.*, 2017). Meta-analytic research have also presented that job insecurity and task performance are negatively correlated with each other (Cheng & Chan, 2008; Jiang & Lavaysse, 2018; Shoss, 2017).

However earlier study of Ashford *et al.* (1989) found that job insecurity and performance are not significantly related. Likewise Staufenbiel and Konig (2010) demonstrated a positive relationship between job insecurity and employees' performance. More recently in a study carried out among Portuguese employees, the negative association among job insecurity and in-role performance could not be evidenced (Costa & Neves, 2017). Sverke *et al.* (2002) in their meta-analytic study could not document that job insecurity and work performance are significantly correlated.

These inconsistencies warrant further attention to other valuable work performance such as, service recovery performance, service innovation and creative performance which have not been examined in these meta-analytic studies.

According to threat rigidity thesis, job insecurity as a stressful threat, causes restriction in information processing and constriction in employees' control and thus their behavior will be demonstrated with rigidity (Staw *et al.*, 1981). Threat of job insecurity will cause cognitive constriction in employees' control, thus, they can only display well-learned and most dominant tasks. Likewise their information processing

would be restricted, such that their attention may be mostly centered on issues such as estimating their level of job security, following the latest news about organizational restructuring plan and downsizing strategy of organization, or they may occupy themselves with rumors regarding their job position (Niesen *et al*, 2014).

As a result of constriction in control and restriction in information processing their behavior will be exerted with limitation and consequently employees will handle customers' problems and demands with restricted efforts and interest. Thus the following is hypothesized:

H3a: Job insecurity relates negatively to service recovery performance.

Job insecurity threat may also act as inhibitor which refrain employees from offering innovative ideas, and seeking new techniques for improvement in service delivery process. Consistent with threat rigidity thesis and aforementioned considerations, when individuals are threatened by potential job loss, they no longer can devote their attention to novelty due to constriction in control and restriction in their information processing. Innovative work behavior studies have also confirmed that innovative efforts are usually hindered by perceived risk, uncertainty, and stress (Hon, Alice, & Lui, 2016).

Study among Flemish employees working in different service sectors, including banks, hotels, restaurants, and retails confirmed that job insecurity directly and indirectly led to poor service innovation behavior (De Spiegelare *et al.*, 2014). Likewise, self-report quantitative data gathered from a sample of employees from various companies in Germany and China, reinforced that threat of job insecurity

impeded employees' innovative work behavior in both Eastern and Western countries (Roll *et al.*, 2015). Hence based on theory and past research the following is hypothesized:

H3b: Job insecurity relates negatively to service innovation behavior

#### **3.1.4 Self-efficacy and Absenteeism**

The current study's assumption is that self-efficacy as a psychological characteristic impacts the absenteeism level of customer-contact employees. To support this assumption, social cognitive theory is used. Social cognitive theory asserts that human motivations, attitudes, and behavior are mainly the result of self-regulatory processes (Ozyilmaz, Erdogan, & Karaeminogullari, 2018). In particular, one of key self-regulatory process is self-efficacy (Bandura, 2012; Vancouver & Day, 2005). Employees' behavior in an organization is largely dependent on their different mastery experiences as well as workplace environment (Bandura, 1989; Stajkovic & Luthans, 1998a). Dealing with challenging situations in service encounters prompts employees to achieve personal and organizational goals. This happens due to the fact that their mastery experience and successful performance will increase their self-efficacy. When employees' judgement of their current environment is accompanied by uncontrollable hindrances, their self-efficacy belief would be negatively affected (Wood & Bandura, 1989).

Self-management and self-regulation are characteristics that help individuals control avoidable absenteeism. However there is dearth of research regarding the association between self-efficacy as a personal variable in reducing absenteeism.

Limited number of empirical studies has shown that self-regulatory process in form of self-efficacy can reduce the absenteeism of employees. For instance, Frayne and

Latham (1987) confirmed that self-management characteristic reduces absenteeism, thus they proposed self-management training as means of improving employees' attendance. Study by Avey, Patera, and Wesr (2006) showed the negative linkage among self-efficacy and involuntary absenteeism. McDonald and Siegall's (1992) study among telecommunication service technicians showed that technological self-efficacy is negatively related to technicians' absenteeism and tardiness. Recent study of Borgogni *et al.* (2013) asserted that employees who possess high self-efficacy would not exert withdrawal response in situation of challenging work since self-efficacy allows them to take control of their action and handle problematic situations. However Ozturk and Karatepe (2019) in their study among Russian hotel employees could not support the linkage between self-efficacy and absenteeism. The paucity of studies focusing on self-efficacy and absenteeism drives the current study's examination toward the following hypothesis:

H4: self-efficacy relates negatively to absenteeism.

### **3.1.5 Self-efficacy, Service Recovery Performance and Service Innovation Behavior**

As Bandura (1997) states, much human behavior is driven by self-efficacy and self-efficacy is a personal source of motivation for persistence towards achieving goals. Determining factor for an individual to successfully accomplish a task is related to their self-efficacy belief which is an individual's perceived capability of performing a task (Bandura & Wood, 1989). When individuals have self-efficacy, their belief about their capabilities in executing different aspects of a task is strong; they put more effort to carry out their tasks and hence perform better (Bandura & Wood, 1989; Bandura, 2012). Likewise, positive psychology literature confirms that self-efficacy as one of psychological capital resources allows for improved work-related outcomes

such as engagement, higher performance, and more organizational commitment (Luthans *et al.*, 2007; Avey *et al.*, 2011).

Unlike limited research regarding self-efficacy and absenteeism, literature aptly supports positive relationship between self-efficacy and employees' better work-related performance such as task performance, organization citizenship behavior and creative performance (Ozyilmaz *et al.*, 2018; Stajovic & Luthans, 1998b; Sweetman *et al.*, 2011).

Within hospitality service industry, data collected from 900 front-line service employees and their relative supervisors working in international chain hotels, supported that general self-efficacy is a significant predictor for employees' customer service performance (Raub & Liao, 2012). In a study by Michel, Kavanagh, and Tracey (2013) service employees' self-efficacy positively affected their service performance. Likewise hypothesized positive relationship between self-efficacy and task performance was evidenced in a study conducted on sample of front-line employees working in North Cyprus hotels (Karatepe *et al.*, 2006; Karatepe, Arasli, & Khan, 2007).

In line with social cognitive theory and abovementioned findings, it can be proposed that people high on self-efficacy perceive themselves more proficient for challenging tasks and deal with difficult and varied customers' demands in service encounters more effectively. Within the same line of reasoning, we argue that people high on self-efficacy offer new creative and innovative ideas to contribute to organizational performance since they perceive themselves more proficient for challenging tasks and growth. They can confidently channel their motivation toward identifying

problems and finding solutions. Therefore, they can mobilize their activities concerning new idea generation and implementation (Bandura, 1977, Tierney & Farmer, 2002; 2011). For instance, in service setting, a study conducted among 120 employees working in a beauty salon in Taiwan, showed that workers exerted high innovative behavior because of their high level of self-efficacy (Michael, Hou, & Fan, 2011). Using data collected from a sample of frontline employees and their supervisors, self-efficacy and creativity were found to be positively related (Wang, Tsai, & Tsai, 2014). In another study Hsiao, Lee and Hsu (2017) found self-efficacy as a motivational mechanism that significantly affects service employees' innovation behavior. Consistent with theory and empirical studies, we hypothesize the followings:

H5a: Self-efficacy relates positively to service recovery performance.

H5b: Self-efficacy relates positively to service innovation behavior.

### **3.1.6 Mediating Role of Self-efficacy**

Review of literature pertaining to job insecurity and outcomes indicates that both affective and behavioral outcomes of job insecurity are mediated through some mechanisms. For example, Vander Elst *et al.* (2016) demonstrated the mediating role of psychological contract in relationships of job insecurity and work performance, job satisfaction, and organization commitment. Moreover mediating role of perceived control in relationship of job insecurity and innovative work behavior was highlighted in their study. Piccoli and De Witte's study, (2015) supported that psychological contract breach and perceived distributive injustice mediated the relationship between job insecurity and employees' emotional exhaustion. In another research, it was found that the impact of job insecurity on innovative work behavior of employees was partly mediated by work engagement

(De Spiegelaere *et al.*, 2014). In a more recent research, psychological contract breach fully mediated the link between job insecurity and employees' creativity and idea execution (Niesen *et al.*, 2018). Similarly Bouzari and Karatepe (2018) highlighted full mediating role of job satisfaction in relationship between job insecurity and creative performance among Iranian sales people. Van den Broeck *et al.* (2014) underlined that psychological needs of authority, belongingness, and competence mediated the relationship of qualitative job insecurity and counterproductive behavior. Researchers also found that basic need satisfaction can partly mediate the impact of qualitative job insecurity on organization citizenship behavior (Stynen, Forrier, Sels, & De Witte, 2015). Vander Elst *et al.* (2012) showed that frustration of basic psychological needs mediated the influence of job insecurity on work-related outcomes namely emotional exhaustion and vigor. In a recent study, Safavi and Karatepe (2019) found that job embeddedness mediated the impact of job insecurity on service recovery performance and propensity to quit.

However, it appears that there is a missing knowledge on how job insecurity affects outcomes concerning employees' loss of psychological resources (Schaufeli, 2016). Threat rigidity thesis explains how the threatening situation of job insecurity can impact self-efficacy level of individuals negatively and thus exacerbate individuals' behavior. In line with threat rigidity thesis, job insecurity is a threat to employees' job. Hence employees threatened by job insecurity are constantly struggling with stress and emotional strain, which will cognitively cause control constriction over their functioning.

Based on social cognitive theory, as we mentioned earlier, the level of control in individual over their functioning and surrounding is termed as "self-efficacy". Self-



efficacy as a personal resource drives human behavior through influencing their cognition, motivation, affection, and decision. Determining factor for an individual to successfully accomplish a task is related to their self-efficacy belief which is an individual's perceived capability of performing a task. Even self-efficacy determines the individuals' level of optimism or pessimism (Bandura & Wood, 1989) and stress is one of the external factors that can harm self-efficacy (Bandura, 1982). Having said that self-efficacy belief of an individual changes depending on their situational conditions, it is appropriate to examine this motivational self-regulatory characteristic in explaining human behavior.

Although limited, some empirical findings underlined mediating role of self-efficacy in relationship of job insecurity and outcomes. For instance, in an effort to understand the effect of occupational stress among nurses, it was concluded that job insecurity led to turnover intention by mediation of psychological capital manifested in self-efficacy, hope, optimism and resilience (Yim *et al.*, 2017). Research conducted by Van Hootegem and De Witte (2019) among Belgian employees found that occupational self-efficacy mediated the impact of job insecurity on information seeking and feedback seeking behavior of employees from colleagues and supervisors. Likewise Guarnaccia, *et al.*, (2018) found that job insecurity affected satisfaction, work engagement and general health through mediation of self-efficacy.

Job insecurity is one of the hindrance stressors that would undermine employees' self-efficacy (Bandura, 1989). According to threat rigidity thesis, the constriction in control caused by job insecurity manifests itself in behavioral rigidity (Niesen *et al.*, 2014). These responses could allude to various undesirable outcomes.

According to the discussions that were reported above, we can contend that job insecurity would erode employees' self-efficacy beliefs due to the presence of uncertainty about the job. Given the above mentioned logics, we hypothesize self-efficacy acts as the underlying mediating variable for the effect of job insecurity on behavior rigidity of employees which can be manifested in more absenteeism. Accordingly the following is hypothesized:

H6: Self-efficacy partly mediates the association between job insecurity and absenteeism.

With the same line of reasoning, threat of job insecurity lowers self-regulatory mechanisms of employees and results in poor performance and functioning. That is to say that employees who anticipate losing their job in the near future, would allocate less time and effort to management of customer requests and problems due to decreased level of personal resource of self-efficacy. As the level of creativity and innovativeness is also in parallel with the level of self-efficacy, employees' service innovation behavior will be weakened as well. Accordingly the following hypotheses are put forward:

H7a: Self-efficacy partly mediates the association between job insecurity and service recovery performance.

H7b: Self-efficacy partly mediates the association between job insecurity and service innovation behavior.

### **3.2 Conceptual Model**

Figure 5 depicts the research model of current thesis which is proposed based on the literature, developed hypotheses, and related theories.

Job insecurity which is the perception of employees about job loss in near future is a threatening situation and thus a hindrance stressor. This research model presents the relationships between the construct of study. Accordingly, there are seven direct effects and three indirect effects shown in the research model.

The research model demonstrates negative direct effect of job insecurity on self-efficacy (as one of the self-regulatory mechanism of employees). It also illustrates negative direct effects of job insecurity on critical customer-contact employees' outcomes demonstrated in heightened absenteeism (as nonattendance behavior) as well as impeded service recovery performance and reduced service innovation behavior (as performance-related behaviors).

The research model also delineates the direct negative effect of self-efficacy on absenteeism and direct positive effects of self-efficacy on service recovery performance and service innovation behavior.

Three indirect relationships are also depicted in the research model. As can be seen in Figure 5 the indirect links of job insecurity to absenteeism; job insecurity to service recovery performance and job insecurity to service innovation behavior are depicted by means of self-efficacy.

In accordance with some previous studies in the field of job insecurity (e.g., Karatepe & Olugbade, 2016; Vander Elst *et al.*, 2016), we considered gender and the number of working years in organization as control variables to test their potential confounding effects.

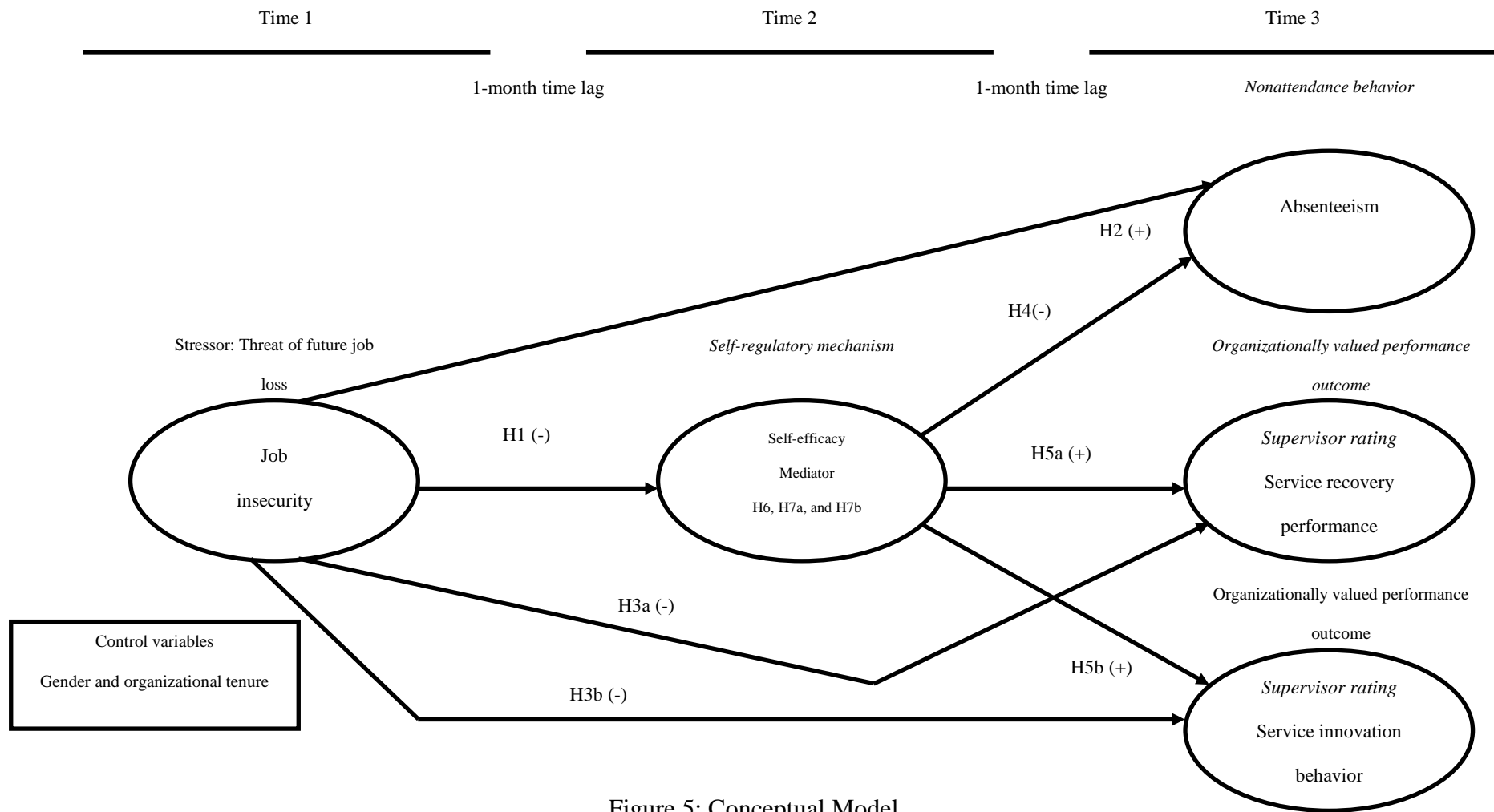


Figure 5: Conceptual Model.

## Chapter 4

### METHODOLOGY

This chapter delineates the applied methodology of this thesis. Issues regarding sample specifics, data collection's procedure and context of the study are discussed. Likewise, information about development of questionnaires and measures are provided. An outline of data analysis procedure is presented at the end of this chapter.

#### 4.1 Sample and Procedure

Data collection of this empirical study took place among customer-contact employees working at five-star hotels in Antalya, Turkey. This city is considered as one of the best attractive cities and is among the most visited cities in Turkey with nearly 11.27 million international visitors yearly (Business Insider, 2018; Nart, Sututemiz, Nart, & Karatepe, 2019). Hence we consider this city a suitable context for our study.

Initially in order to find the total number of five-star hotels in the region we contacted "Antalya Provincial Directorate of Culture and Tourism". Based on the information that we received, total number of 340 five-star hotels were operating in Antalya province. Among them, one hundred forty four (144), five-star international and national hotels were located in Manavgat region. Owing to the high density of five-star hotels in touristic district of Manavgat, the current research took place in this region.

The sample of this study included only full-time and customer-contact employees who regularly interact with the customers during their work time. The positions encompassed: receptionist, food server, bellman, barista, waiter, chef, catering employee, concierge, guest relations, host, reservation attendant, cashier, valet attendant, door attendants, maids, etc. The profile and frequency of participants are shown in Table 2.

## **4.2 Data Collection Procedure**

To enhance data collection effectiveness, the researchers' main condition to approach a hotel was the managers' full support to cooperate with the researchers within the research framework. Due to time and financial pressures, the researchers could not approach all the hotels. Totally 14 hotels were contacted, the management of four hotels agreed with the terms and conditions of the data collection. The surveys were operated between June and September 2017. Due to the hotels' general rules, the researcher could not approach the staff directly, thus coordination of the data collection was handled by human resource managers of the hotels.

Given the recommendation of Podsakoff *et al.*'s (2012), this study used two techniques in terms of data collection procedure in order to lessen the common method variance. First, data collection was executed within three time intervals of one month. Secondly, the questions related to employees' performance (service recovery performance and service innovation behavior) were obtained by asking direct supervisors of the employees to rate their employees. Hence, four sets of questionnaires were prepared for this study, including three sets of questionnaires distributed to employees within three time intervals and one set of questionnaire distributed to the supervisors of the employees in the last interval.

Questionnaires of each time intervals included a cover letter which ensured the voluntary participation as well as confidentiality of the responses. It has been also clarified that the result of the study will be used for academic purpose only and “there is no right or wrong answer”.

The human resource managers who were mainly in charge of data collection were responsible to prepare the list of customer-contact employees and assigned codes to each employee. The respondents were assured that the unopened boxes with sealed envelopes are going to be directly handed to and examined by an independent third-party (the researcher) who will not have any access to their full names or identity. In each wave of data collection, the respondents were asked by human resource managers to fill out the survey, write their assigned codes on top of cover page, put the survey in the envelope which was given to them, seal the envelope, and place the sealed envelope in to the provided box.

In all three waves of data collection, respondents were asked to write the identification code on top of the cover page, so that the researcher could match the questionnaire for each respondent in each wave. As the human resource managers were requested to hand the *unopened* boxes containing the sealed envelopes to the researcher, so they could not access the surveys and its content. On the other hand, the researcher did not access the list of employees with codes. Therefore anonymity was assured. After each wave of data collection was completed, the researcher informed the managers of the codes of valid questionnaires for managers to know which employee to ask for the next round of data collection.



In the first wave of data collection, 350 questionnaires were distributed to employees, which yielded to 325 usable questionnaires. After one month, in the second wave of data collection, questionnaires were distributed to those 325 employees. Out of 325 employees, 296 employees could be reached in the second time and 281 usable questionnaires could be retrieved. One month later, in the third wave of data collection, out of those 281 employees, 260 employees could be reached which yielded to 226 usable questionnaires. Therefore, the response rate of the study was 64.57% (226/350). Since all the employees were codified, the immediate supervisors of those 226 employees could be identified and were requested to fill out the fourth set of questionnaires to assess their employees. Totally 29 supervisors participated.

### **4.3 Development of Questionnaires and Measures**

#### **4.3.1 Back Translation, Face Validity and Pilot Study**

The questions of each survey were originally in English and then were translated to Turkish, with the help of two bilingual native speakers of both English and Turkish, using back-translation method (Parameswaran & Yaprak, 1987). The face validity of each set of questions has been also examined by two research assistants, who were native Turkish speakers. In the beginning of each wave of data collection, pilot studies with a sample of five respondents have been conducted. As there was no evidence of misleading or confusing item in the questionnaires, no amendments were made.

#### **4.3.2 Job Insecurity**

Job insecurity was measured by four-item scale taken from Deley and Doty (1996). Five-point Likert scale was used to score the items where 1 indicated “strongly disagree” and 5 indicated “strongly agree”. Sample item is “Job security is almost

guaranteed to employees in this organization”. All the items for this scale were reverse-coded.

#### **4.3.3 Self-efficacy**

Self-efficacy was measured by six items acquired from Psychological Capital scale (Luthans *et al.*, 2007). Six-point Likert scale was used to score the items where 1 indicated “strongly disagree” and 6 indicated “strongly agree”. Sample item is “I feel confident helping to set targets/goals in my work area”.

#### **4.3.4 Absenteeism**

Absenteeism was measured by asking employees to answer to single question of “How often have you been absent from the job because you just didn’t feel like going to work?” Respondents were required to answer the question on seven-point Likert scale ranged from 1 (never) to 7 (always). This item was taken from Autry and Daugherty’s (2003) research. In line with Robins *et al.* (2001) for asking subjective experience, single item scale seems adequate. A number of researchers used single item scale to measure job satisfaction, quitting intention and presentism (e.g., Caverley, Cunningham, & MacGregor, 2007; Einarsen, Hoel, & Notelaers, 2009; Gazzoli, Hancer, & Park, 2010; Yoon, Beatty, & Suh, 2001).

#### **4.3.5 Service Recovery Performance**

Service recovery performance was measured by five-item scale taken from Boshoff and Allen (2000). Supervisors were asked to rate each of their subordinates by a five-point scale of 5 (strongly agree) to 1 (strongly disagree). Sample item is “Considering all the things this employee does, he/she handles dissatisfied customers quite well”.

#### **4.3.6 Service Innovation Behavior**

For measuring service innovation behavior, we applied a six-item scale taken from Hu *et al.* (2009). Supervisors were asked to rate each of their subordinates on seven-point Likert scale ranged from 1 (strongly disagree) to 7 (strongly agree). Sample item is “This employee at work, comes up with innovative and creative notions”.

#### **4.3.7 Control Variables**

Based on study by Karatepe and Olugbade (2016) as well as study by Vander Elst *et al.* (2016), gender and organizational tenure might have potential effect on the dependent variables within job insecurity domain. Thus we considered them as control variable. We coded gender as a binary variable; zero equals to male and one equals to female. We coded organizational tenure by five categories; the more organizational tenure was for the higher score of category.

#### **4.4 Data Analysis**

This study followed two-step approach suggested by Anderson and Gerbing (1988) to test the measurement and structural models. In the first step, a series of psychometric analysis were performed. For reliability of each measurement scale, composite reliability scores were computed (Bagozzi & Yi, 1988). For convergent and discriminant validity of the measures, confirmatory factor analysis was carried out (Fornell & Larcker, 1981).

In the second step, using LISREL 8.30 (Joreskog & Sorbom, 1996) structural equation modelling was performed to assess the relationships in the hypothesized model by using maximum likelihood estimation. In order to gauge ‘partial mediation’ effect, this study followed Baron and Kenny’s (1986) approach: job insecurity as predictor variable should be significantly related to self-efficacy (the

mediator). Job insecurity should be also significantly related to absenteeism, service recovery performance and service innovation behavior (dependent variables). Self-efficacy (the mediator) should be significantly related with the mentioned dependent variables.

In order to compare the partial mediated model and full mediated model, we used  $\chi^2$  difference test (Chen, Aryee, & Lee, 2005). Consistent with other researchers (e.g., Lee *et al.*, 2018; Van Den Broeck *et al.*, 2008), Sobel test was applied for examination of significant mediating role of self-efficacy in the relationships between job insecurity, absenteeism, service recovery performance and service innovation behavior. As a follow-up analysis of mediating effect, and consistent with previous studies (Ghosh, 2018; Saleem *et al.*, 2018), this study utilized bootstrapping procedure with 5,000 sample size and %95 confidence interval via PROCESS model 4 (Hayes, 2013).

For assessing the measurement model and structural models, “ $\chi^2/df$ ”, “comparative fit index” (CFI), “parsimony normed fit index” (PNFI), “standardized root mean square residual” (SRMR), and “root mean square error of approximation” (RMSEA) were considered.

## **Chapter 5**

### **RESULTS**

In this chapter empirical findings are presented. Demographic profile of the participants is demonstrated. Next, results of confirmatory factor analysis of the measures are presented to address the scales' reliability and validity. Results of structural equation modelling are presented to test the hypothesized relationships. Finally results of Sobel tests and bootstrapping analysis are presented to underscore the mediating effects.

#### **5.1 Demographic Results**

As shown in Table 2 in terms of gender of the sample, 124 (54.9 %) participants were male and 102 (45.1%) were female. In terms of education, twenty three (10.2%) participants had primary school education, eighty nine (39.40%) held secondary and/or high school diploma , eighty four (37.2%) possessed two-year college degree, twenty six had four-year college degree (11.5%) and four of them had graduate degree (1.7%). In terms of age, sixty six (29.2%) respondents were between the ages of 18–27. Seventy eight (34.5%) respondents were aged between 28–37 years, sixty (26.6%) were aged between 38–47 years, nineteen (8.4%) were aged 48 to 57 and three (1.3%) were older than 58. With regard to organizational tenure, fifty two (23%) had less than one year experience in that hotel, ninety (39.8%) had organizational tenure between 1 to 5 years.

The sample included fifty four respondents (23.9%) with tenure ranging from 6 to 10 years. Twenty three respondents (10.2%) had organizational tenure between 11 to 15 years and seven of them (3.1%) had more than 15 years of organizational tenure.

**Table 2: Sample Profile (n=226).**

Variables	Frequency	%
<b>Age (years)</b>		
18-27	66	29.2
28-37	78	34.5
38-47	60	26.6
48-57	19	8.4
58 and over	3	1.3
<b>Gender</b>		
Male	124	54.9
Female	102	45.1
<b>Education</b>		
Primary school	23	10.2
Secondary and high school	89	39.4
Two-year college degree	84	37.2
Four-year college degree	26	11.5
Graduate degree	4	1.7
<b>Organizational tenure (years)</b>		
Under 1	52	23.0
1-5	90	39.8
6-10	54	23.9
11-15	23	10.2
16-20	7	3.1

## 5.2 Measurement Model Results

Initially in order to avoid identification problem we set the measurement error for absenteeism to zero since it was a single item scale (e.g., Yoon *et al.*, 2001). Next, confirmatory factor analysis was conducted. Fit indices showed that data fits the measurement model appropriately; the value for  $\chi^2$  was 367.68 with 197 degree of freedom, thus the rate for  $\chi^2/df$  was calculated as 1.87.

The value of CFI was 0.95 which is above the cut-off value of 0.93, value for PNFI was 0.77 which is above the cut-off value of 0.6, the value for RMSEA was 0.062 which is less than the cut-off value of 0.08, the value for SRMR was 0.051 which is below the cut-off value of 0.08. Therefore it can be stated that our model's fit-indices were all within acceptable range of values.

Standardized loadings of the scale items were within the range of 0.62 to 0.86 with significant t-values from 9.87 to 15.66.

AVE "average variance extracted" for latent variables were calculated separately. The value of AVE for each of the construct was more than 0.5. Overall, it can be said that convergent validity existed (Anderson & Gerbing, 1988).

Square root of AVE for each latent variable was larger than the correlation among each pairs of constructs, thus, it can be said that discriminant validity existed as well (Fornell & Larcker, 1981).

Reliability of scales was tested by calculating "composite reliability" score for each variable in addition to "coefficient alpha". The results suggested that the scales did not have reliability problem since all the scores of composite reliability were more than recommended point of 0.06 and scores of coefficient alpha were greater than the recommended threshold of 0.08 for each scale (Bagozzi & Yi, 1988).

Scores of composite reliabilities and coefficient alphas for job insecurity, self-efficacy, service recovery performance and service innovation behavior were 0.82, 0.87, 0.86 and 0.93 respectively.

Table 3 demonstrates the standardized loadings and t-value of the items. Table 4 shows AVE, composite reliability, and alpha coefficient scores of the latent variables. Correlations of observed variables, means, and standard deviations are delineated in Table 5.



Table 3: Scale Items, Sources, and Confirmatory Factor Analysis Results.

Scale items	Standardized loading	t-value
<i>Job insecurity</i>		
“Employees in this job can expect to stay in the organization for as long as they wish (-)”	0.68	10.80
“It is very difficult to dismiss an employee in this organization (-)”	0.75	12.32
“Job security is almost guaranteed to employees in this organization (-)”	0.78	12.96
“If this company were facing economic problems, employees in this job would be the last to get cut (-)”	0.71	11.50
<i>Self-efficacy</i>		
“I feel confident analyzing a long-term problem to find a solution”	0.62	9.87
“Item #2”	0.80	14.07
“Item #3”	0.78	13.52
“Item #4”	0.77	13.11
“Item #5”	0.71	11.79
“Item #6”	0.71	11.72
<i>Absenteeism*</i>		
“How often have you been absent from the job because you just didn’t feel like going to work?”	1.00	-
<i>Service recovery performance</i>		
“Considering all the things this employee does, he/she handles dissatisfied customers quite well”	0.72	12.02
“This employee doesn’t mind dealing with complaining customers”	0.85	15.23
“No customer this employee deals with leaves with problems unresolved”	0.78	13.45
“Satisfying complaining customers is a great thrill to this employee”	0.67	10.83
“Complaining customers this employee has dealt with in the past are among today’s most loyal customers”	0.65	10.45
<i>Service innovation behavior</i>		
“At work, this employee sometimes comes up with innovative and creative notions”	0.79	13.75
“At work, this employee sometimes proposes his/her own creative ideas and convince others”	0.84	15.24
“At work, this employee seeks new service techniques and methods”	0.84	15.14
“At work, this employee provides a suitable plan for developing new ideas”	0.86	15.66
“At work, this employee tries to secure the funding and resources needed to implement innovations”	0.81	14.27
“Overall, this employee considers himself/herself a creative member of his/her team”	0.81	14.43

$\chi^2 = 367.68$ ,  $df = 197$ ;  $\chi^2 / df = 1.87$ ; CFI = 0.95; PNFI = 0.77; RMSEA = 0.062; SRMR = 0.051

(-) Reverse-scored. Items for self-efficacy are copyrighted.

Table 4: Reliability, Convergent and Discriminant Statistics.

Variables	AVE	CR	$\alpha$
1. Job insecurity	0.53	0.82	0.82
2. Self-efficacy	0.54	0.87	0.87
3. Absenteeism	--	--	--
4. Service recovery performance	0.55	0.86	0.86
5. Service innovation behavior	0.68	0.93	0.93

AVE= average variance extracted; CR= composite reliability;  $\alpha$ , =Cronbach's alpha  $\alpha$ .

Table 5: Descriptive Statistics and Correlations of Observed Variables.

Variables	1	2	3	4	5	6	7
1. Gender	-						
2. Organizational tenure	-0.053	-					
3. Job insecurity	0.013	-0.097	-				
4. Self-efficacy	0.028	0.068	-0.585**	-			
5. Absenteeism	0.001	-0.008	0.423**	-0.492**	-		
6. Service recovery performance	-0.059	0.127*	-0.592**	0.618**	-0.389**	-	
7. Service innovation behavior	-0.086	0.063	-0.534**	0.566**	-0.290**	0.677**	-
Mean	0.45	2.31	2.09	4.77	2.51	4.13	5.29
Standard deviation	0.50	1.03	0.74	0.75	1.13	0.68	1.06

\* Correlations are significant at the 0.05 level. (one-tailed test)

\*\* Correlations are significant at the 0.01 level. (one-tailed test)

### 5.3 Structural Model Test Results

Normality of data was inspected primarily by examining skewness values. Skewness values for the variables were as follows: 1.27 for job insecurity, -1.73 for self-efficacy, 0.83 for absenteeism, -1.50 for service recovery performance, and -1.24 for service innovation. Thus it could be concluded that our data had a normal distribution since all the variables' skewness values were within the acceptable range of -3 and +3 (Kline, 2011).

Table 5 delineates that there were significant correlations among the study variables. That is, job insecurity was significantly correlated with self-efficacy ( $r = -0.585$ ,  $p < .001$ ). Job insecurity was significantly correlated with absenteeism ( $r = 0.423$ ), service recovery performance ( $r = -0.592$ ,  $p < .001$ ) and service innovation behavior ( $r = -0.534$ ,  $p < .001$ ). Self-efficacy had a significant correlation with absenteeism ( $r = -0.492$ ,  $p < .001$ ), service recovery performance ( $r = 0.618$ ,  $p < .001$ ) and service innovation behavior ( $r = 0.566$ ,  $p < .001$ ). Thus the first three conditions of Baron and Kenny (1986) were met. In order to assess the fourth condition, the chi square value of the full mediated model ( $\chi^2 = 420.73$ ,  $df = 236$ ) was compared with chi square value of partial mediated model ( $\chi^2 = 394.59$ ,  $df = 233$ ). Findings revealed that the chi square difference between two models was significant ( $\Delta\chi^2 = 26.14$ ,  $\Delta df = 3$ ,  $p < 0.05$ ). Thus partial mediated model was tapped to assess.

We applied structural equation modeling by means of LISREL 8.30 and the model fit along with hypothesized relationships were tested; the value for  $\chi^2$  was calculated as 394.59 with 233 degree of freedom, thus the rate of  $\chi^2/df$  equals 1.69, the value for CFI was 0.96, the value of PNFI was 0.75, the value for RMSEA was 0.056 and

value of SRMR was 0.049. The fit statistics were all within acceptable benchmarks and demonstrated that our hypothesized partial mediated model fit the data pretty well.

### **5.3.1 Direct Effects**

Table 6 summarizes the structural model test results. As illustrated in Table 6 parameter estimates with relative t-statistics, indicated that job insecurity had negative effect on self-efficacy ( $\beta_{21} = -0.69$ ,  $t = -6.78$ ) and therefore H1 is supported by our empirical data. Likewise job insecurity exerted a positive impact on absenteeism ( $\beta_{31} = 0.19$ ,  $t = 1.95$ ), while it displayed a negative impact on service recovery performance ( $\beta_{41} = -0.41$ ,  $t = -4.17$ ) and service innovation behavior ( $\beta_{51} = -0.36$ ,  $t = -3.62$ ). Thus, empirical data lent support to H2, H3a and H3b.

Self-efficacy depicted negative effect on absenteeism ( $\beta_{32} = -0.40$ ,  $t = -4.02$ ) thus H4 was supported. The findings could also support H5a and H5b since it was shown that self-efficacy positively affected service recovery performance ( $\beta_{42} = 0.42$ ,  $t = 4.33$ ) and service innovation behavior ( $\beta_{52} = 0.38$ ,  $t = 3.89$ ).

### **5.3.2 Mediating Effects**

In order to test the indirect effects, Sobel test was performed. Sobel test is a test to see whether the decline in the impact of predictor variable on dependent variable after inclusion of mediator and the effect of mediator in the model is statistically significant or not. As presented in Table 7, Sobel tests' results indicated the significant indirect effect outcome of job insecurity on employees' absenteeism (0.28,  $z = 3.46$ ). This result yielded to support H6. As presented in Table 7, Sobel tests' results indicated the significant indirect negative effect of job insecurity on employees' service recovery performance ( $-0.29$ ,  $z = -3.59$ ) and service innovation

behavior ( $-0.26$ ,  $z = -3.33$ ). Thus H7a and H7b were supported by findings and indicated the partial mediating role of self-efficacy.

Findings regarding inclusion of control variables in the model revealed that the only variable with significant effect was gender which negatively affected service innovation behavior ( $\gamma_{51} = -0.09$ ,  $t = -1.69$ ). That is, women exerted lower level of service innovation behavior than men. The control variable of organizational tenure did not have any significant effect on other variables.

The results collectively explained one percent of the variance in job insecurity, fortyseven percent variance in self-efficacy, thirty percent variance in absenteeism, sixty percent in service recovery performance, and forty seven percent in service innovation behavior.

### **5.3.3 Follow-up Analyses**

A series of bootstrapping analysis were further performed as supplementary evidence of mediating effect of self-efficacy. To this end, using PROCESS model, bias-corrected bootstrapping was performed with 50000 bootstrapped sample size and 95% confidence interval (Hayes, 2013). As Table 8 demonstrates, the bootstrapping results confirmed the mediation role of self-efficacy with regards to the influence of job insecurity on absenteeism. Job insecurity was found to significantly affect both self-efficacy ( $B = -0.593$ ,  $t = -10.685$ ) and absenteeism ( $B = 0.318$ ,  $t = 2.928$ ). Similarly self-efficacy exerted significant influence on absenteeism ( $B = -0.562$ ,  $t = -5.269$ ). Bias corrected bootstrapped data showed that absenteeism was indirectly affected by job insecurity with significant estimate of 0.33 and the lower level and upper level confidence intervals did not contain the score of zero (LLCI = 0.171,

ULCI = 0.523). Therefore findings validated additional support for H6 stating that link between job insecurity and absenteeism was partly mediated by self-efficacy.

The empirical results also delineated the negative and significant direct impact of job insecurity on self-efficacy ( $B = -0.593$ ,  $t = -10.685$ ) and service recovery performance ( $B = -0.313$ ,  $t = -5.645$ ) while self-efficacy positively influenced service recovery performance ( $B = 0.375$ ,  $t = 6.888$ ). Table 8 shows that the estimate value of indirect effect of job insecurity on service recovery performance through self-efficacy was  $-0.222$  and it was significant as the confidence interval values did not include zero (LLCI =  $-0.347$ , ULCI =  $-0.121$ ). Thus the results collectively indicated further support for H7a.

Regarding H7b, the results showed negative significant effect of job insecurity on self-efficacy ( $B = -0.593$ ,  $t = -10.685$ ) and service innovation behavior ( $B = -0.436$ ,  $t = -4.680$ ). Self-efficacy was found to positively and significantly affect the service innovation behavior ( $B = 0.552$ ,  $t = 6.041$ ). As depicted in Table 8 service innovation behavior was indirectly affected by job insecurity with significant negative estimate of  $0.327$  and the lower level and upper level confidence intervals did not contain the score of zero (LLCI =  $-0.511$ , ULCI =  $-0.176$ ). Hence it was supported that self-efficacy partly mediated the impact of job insecurity on service innovation behavior. It should be noted that inclusion of control variables did not affect results' significance for both direct and indirect effects. Table 9 summarizes the results of hypotheses tests.

Table 6: Structural Model Test Results. Direct Effects.

	Parameter estimate	t-value
<i>Direct effects</i>		
H1 Job insecurity → Self-efficacy (-) ( $\beta_{21}$ )	-0.69	-6.78
H2a Job insecurity → Absenteeism (+) ( $\beta_{31}$ )	0.19	1.95
H2b Job insecurity → Service recovery performance (-) ( $\beta_{41}$ )	-0.41	-4.17
H2c Job insecurity → Service innovation behavior (-) ( $\beta_{51}$ )	-0.36	-3.62
H3a Self-efficacy → Absenteeism (-) ( $\beta_{32}$ )	-0.40	-4.02
H3b Self-efficacy → Service recovery performance (+) ( $\beta_{42}$ )	0.42	4.33
H3c Self-efficacy → Service innovation behavior (+) ( $\beta_{52}$ )	0.38	3.89

*Model fit statistics*

$\chi^2 = 394.59$ ,  $df = 233$ ;  $\chi^2 / df = 1.69$ ; CFI = 0.96; PNFI = 0.75; RMSEA = 0.056; SRMR = 0.049

T- values: one-tailed test  $t > 1.65$ ,  $p < 0.05$ ; and  $t > 2.33$ ,  $p < 0.01$ .

Table 7: Structural Model Test Results: Mediating Effects.

	Indirect effect	z-value
<i>Mediating effects</i>		
H4a Job insecurity → Self-efficacy → Absenteeism (+)	0.28	3.46
H4a Job insecurity → Self-efficacy → Service recovery performance (-)	-0.29	-3.59
H4c Job insecurity → Self-efficacy → Service innovation behavior (-)	-0.26	-3.33
Gender → Service innovation behavior ( $\gamma_{51} = -0.09$ , $t = -1.69$ )		
R <sup>2</sup> for job insecurity 0.01; self-efficacy 0.47; absenteeism 0.30; service recovery performance 0.60; service innovation performance 0.47		



**Table 8: Bias-Corrected Bootstrapping Results.**

Hypothesized mediating relationships	Indirect effect	SE	LLCI	ULCI
Job insecurity → Self-efficacy → Absenteeism	0.333	0.089	0.171	0.523
Job insecurity → Self-efficacy → Service recovery performance	-0.222	0.057	-0.347	-0.121
Job insecurity → Self-efficacy → Service innovation behavior	-0.327	0.086	-0.511	-0.176

Note: Bias-corrected bootstrapping analysis was made with a bootstrapped 5,000 sample at 95% confidence interval while controlling for gender and organizational tenure. Indirect effects were computed using unstandardized coefficients. SE = Standard error; LLCI = Lower level confidence interval; ULCI = Upper level confidence interval.

**Table 9: Hypothesis Tests Results.**

	Hypothesis	Result
H1	Job insecurity relates negatively to self-efficacy	supported
H2	Job insecurity relates positively to absenteeism	supported
H3a	Job insecurity relates negatively to service recovery performance	supported
H3b	Job insecurity relates negatively to service innovation behavior	supported
H4	Self-efficacy relates negatively to absenteeism	supported
H5a	Self-efficacy relates positively to service recovery performance	supported
H5b	Self-efficacy relates positively to service innovation behavior	supported
H6	Self-efficacy partly mediates the association between job insecurity and absenteeism	supported
H7a	Self-efficacy partly mediates the association between job insecurity and service recovery performance	supported
H7b	Self-efficacy partly mediates the association between job insecurity and service innovation behavior	supported

## Chapter 6

### DISCUSSION

In this chapter, the empirical results of study are conferred in detail along with theoretical and practical implications of the study for scholars and practitioners. This chapter denotes limitations of current study and directions for future research are suggested at the end of this chapter.

#### 6.1 General Findings

This thesis aimed at proposing a research model which highlights the impact of job insecurity on organizationally valued outcomes including absenteeism, service recovery performance, and service innovation behavior through mediating role of self-efficacy. Accordingly seven direct and three indirect relationships were hypothesized.

Firstly, consistent with social cognitive theory (Wood & Bandura, 1989) and support from limited past recent research (Guarnaccia *et al.*, 2018; Van Hootegem, & De Witte, 2019), empirical data provided support for direct negative impact of job insecurity on self-efficacy. Customer-contact employees who are beset with perceived job insecurity would feel helpless, powerless, and have limited control since job insecurity as a prediction of job loss is more stressful than actual job loss (Lazarus & Folkman, 1984; Sverke *et al.*, 2002).

In line with threat rigidity thesis and limited evidence in the literature (De Spiegelaere *et al.*, 2014; Safavi & Karatepe, 2019), the empirical results of this study confirmed the direct effects of job insecurity on behavioral outcomes of employees. Consistent with threat rigidity thesis (Staw *et al.*,1981) , job insecurity as a threatening situation of job loss corresponds with control constriction mechanism in employees (Niesen *et al.*,2014) and leads to behavioral rigidity including increased absenteeism, weak service recovery performance, and reduced service innovation behavior.

As expected the empirical data supported the hypothesis that self-efficacy lessens absenteeism and boosts performance in terms of service recovery performance and service innovation behavior. This is in line with social cognitive theory which asserts that for self-efficacious people, achieving goals and contributing to organization is a way to reach self-satisfaction (Wood & Bandura, 1989). Past research had also accentuated that self-efficacy as a self-regulatory and self-management mechanism leads to improved performance outcomes (Michel *et al.*, 2013; Ozyilmaz *et al.*, 2018; Sweetman *et al.*, 2011).

The results of empirical data analysis also confirmed the hypotheses pertained to partial mediating effect of self-efficacy in the nexus between job insecurity and aforesaid outcomes. In light of threat rigidity thesis, customer-contact employees who perceive themselves exposed to threat of job insecurity would experience control constriction and decline in their self-efficacy. This will ultimately cause more absenteeism, erodes their job performance, and reduces their innovative behavior.

The findings further underscored that association between gender and service innovation was significantly negative, that is, female employees exerted less service innovation behavior. This finding might be due to the fact that women might be more sensitive and perceive their work environment as anti-creative. Likewise women usually bear other responsibilities in family which might not allow room for innovation behavior. However gender did not have any significant effect on other variables. This is congruent with egalitarian gender ideology indicating that unlike traditional men and women, egalitarian women whose source of income are important to their family, would experience similar degree of stress that men do regarding threat of job insecurity and their reactions would be similar to their male counterparts (Gaunt & Benjamin, 2007).

## **6.2 Theoretical Implications**

Some theoretical implications can be developed from the current thesis. Firstly this study examined the behavioral consequences of job insecurity. This is important since the majority of empirical studies in this field have assessed wellbeing and job attitudes as outcomes of job insecurity and there were paucity of research devoted to behavioral job outcomes (Niesen *et al.*, 2018; Shoss, 2017). This study attempted to fill this gap in general and in hospitality literature specifically by reporting that job insecurity has detrimental behavioral consequences including heightened absenteeism, reduced service recovery performance and impeded service innovation behavior.

Secondly as noted by Vander Elst *et al.* (2016) previous research in this field had mostly assessed psychological contract breach and perceived control as the mediating mechanism of job insecurity on outcomes. Current literature lacks

sufficient evidence pertaining to the underlying mechanism of self-efficacy through which job insecurity affects the aforementioned valued behavioral outcomes (Safavi & Karatepe, 2019). As proposed by social cognitive theory, self-efficacy is a state-like characteristic which is dependent on environmental forces. Job insecurity as a powerful source of stress weakens level of self-efficacy in individuals. This thesis's empirical data supported that customer-contact employees' absenteeism, poor service recovery performance and weak service innovative performance, stem from decay in their self-efficacy due to job insecurity.

Finally, given that current hospitality research lack empirical data obtained in time-lagged and multiple source procedure (Min *et al.*, 2016), empirical data of this study came from three different time intervals and different raters for the sake of avoiding common method variance.

### **6.3 Practical Implications**

This study provides useful implications for practitioners in hospitality service industry. In this unpredictable environment, employees are inexorably exposed to uncertainty regarding their job continuance. This study shed some light on detrimental effects of such feeling of uncertainty on employees' self-regulatory mechanism and important behavioral job outcomes.

Firstly it should be noted that job insecurity is an inevitable problem due to the unpredictable economic downturns, political uncertainties, and technological changes (Keim *et al.*, 2014; Shoss, 2017). Thus, it is unrealistic and impractical in current uncertain environment to offer all employees high job security. Hence one of practical implications of this study for organizations is to identify the employees one

by one and target their valuable employees. With this realization, it is suggested to managers to make sure to regularly apply performance management systems and appraisal methods such as group order ranking, individual rankings, critical incidents appraisal and 360-degree appraisal methods to precisely evaluate employees' performance.

Objective appraisal systems would allow managers to identify and appreciate the most valued employees who avoid unnecessary absenteeism, perform well on service recovery performance instantly and come up with new ideas, processes, and tactics for improved service delivery. As much as identifying such competent workforce matters, it is important to retain them by offering them long-term contracts and job security in the long run.

Given that absenteeism and weak performance of customer-contact employees carry considerable costs for organizations. Managers need to organize special workshops and information sessions focused on absenteeism and its associated costs, ways of reducing its causes, and controlling its magnitudes. Since some employees might be unaware of how their absenteeism adversely affects peer workers, causes disruption in service delivery, and imposes extra financial penalties on the company (Business wire, 2014). Such informative workshop sessions allow employees to receive feedback on this matter and reduce their absence intentions. After arranging such workshops and necessary warnings, if absenteeism of an employee persists, it is suggested to dismiss employees from the job. This issue is critical specifically for hoteliers who are dealing with customers that need to receive superior service on a 24/7 hour basis.

Likewise, findings of this study confirmed that self-efficacy plays a central role in employees' displaying service recovery and service innovation behavior at elevated levels. This implies that managers need to find ways to enhance employees' self-efficacy, since customer-contact hotel employees need to handle a variety of service failures in service encounters and implement different and new approaches to please customers to provide them with novel experience. Such employees need to maintain their self-efficacy and self-regulatory capabilities high. For this reason it can be suggested to managers to organize adequate and interactive training methods including scenario-based, role playing, discussions, real time work challenges, and videos in order to strengthen mastery experience of individuals.

In addition, mentoring sessions (in group or individual) aimed at enhancing stress management, time management and coping strategies can be organized to activate and develop their efficacy beliefs (Avey, Luthans, Jensen, 2009).

#### **6.4 Limitations of the Study and Recommendations for Future Research**

A number of limitations in this study should be noted to highlight the need for future research. First, data was collected from customer-contact employees of hotels which may limit the ability to generalize the findings for other job positions such as back-office employees.

Secondly data came from hotel employees only, which indicates the limitation of single industry. Furthermore this study took place in Turkey which is a country characterized by "high uncertainty avoidance" (Hofstede, 1984). Thus replication of the research model in other service settings and in other countries would be

recommended to examine consistency of the findings among different service sectors and different nations.

Thirdly, this study examined only three behavioral consequences of job insecurity, future examination of other critical constructs as outcomes of job insecurity may have potential theoretical contribution such as tardiness, service-oriented citizenship behavior, service-sales ambidexterity, or brand citizenship. Forth, current study captured absenteeism by asking employees about their propensity to be absent from work. However data would be enhanced if absenteeism can be collected by objective methods such as company records. Fifth, this study utilized general self-efficacy; future research can include more specific work context self-efficacy scale such as 'occupational self-efficacy' developed by Schyns and von Collani, (2002).

Sixth, as this study showed significant relationship of gender and service innovation behavior, future studies may incorporate gender as the moderator variable to examine how employees' absenteeism, service recovery and service innovation behavior would be different for men and women. Finally, this study considered quantitative job insecurity which is related with worries regarding losing the actual job in essence. However according to De Witte *et al.*, (2010) , qualitative job insecurity also exist which is about worries related to threat of losing valued *job features* such as looing status, rewards, promotions and good working conditions of the job. It is suggested for future research to gather data and investigate the hypothesized relationships considering qualitative job insecurity. Incorporating qualitative job insecurity would provide additional empirical explanations and different interpretations of job insecurity and its consequences.



## Chapter 7

### CONCLUSION

Grounded on social cognitive theory, conservation of resources theory, self-determination theory and threat rigidity thesis, this thesis aimed to investigate the impact of job insecurity, as a hindrance stressor, on critical customer-contact employees' job outcomes, including absenteeism, service recovery performance, and service innovation behavior.

Due to unpredictable economic and political situations, seasonality, downsizing strategies, organizational changes, and technology replacement, problem of job insecurity is well documented in our time and it appears to consist for at least next twenty years (Schaufeli, 2016; Shoss, 2017). However, there was a gap within hospitality literature regarding behavioral outcomes of job insecurity. Likewise there was limited evidence regarding psychological mechanism that links job insecurity to outcomes (De Witte *et al.*, 2016; Safavi & Karatepe, 2019; Vander Elste *et al.*, 2016). With this realization, the current study examined the mediating role of self-efficacy in relationships of job insecurity and aforementioned outcomes.

This study applied multi-stage and multi-source data collection in order to address the shortcomings within hospitality literature in terms of applying two procedural remedies simultaneously during data collection (Min *et al.*, 2016). Data related to job insecurity, self-efficacy, and absenteeism were collected from employees in three

different time intervals, one month apart. Data related to employees' service recovery and innovation performance were acquired by supervisors who rated their subordinates in the last stage. This way allowed the researcher to avoid problem of common method variance (Podsakoff *et al.*, 2012).

Structural equation modelling was used to assess the relationships in the model. Consistent with the proposed hypotheses, the findings of this thesis reinforced partial mediating role of self-efficacy with regards to the impact of job insecurity on absenteeism, service recovery performance, and service innovation behavior of employees while job insecurity increased absenteeism, weakened service recovery performance and diminished service innovation behavior of employees. The results further demonstrated that self-efficacy as a self-regulatory capability was negatively associated with absenteeism and positively related with service recovery performance and service innovation behavior.

The current thesis shed new light on service marketing management and hospitality literature by investigating the critical behavioral outcomes of job insecurity and the underlying self-regulatory mechanism that links job insecurity to these outcomes.

Furthermore this study provided practical implications for managers in hospitality service domain to encourage customer-contact employees to offer new service ideas, handling service failures promptly and avoid absenteeism. These implications are valuable in the era that employees are surrounded by the job insecurity problem. Finally some limitations of this thesis and future research directions were discussed.

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## **APPENDIX**



## **The Research Questionnaires**

### **A FIELD STUDY IN THE HOTEL INDUSTRY IN ANTALYA (Time I)**

By reading this questionnaire and answering the questions, you agree to participate in the research.

Dear Respondent,

The aim of this study is to investigate the daily experiences in your work and how these experiences affect your daily life outside your work. For this purpose, we ask that you complete this survey.

Management of your hotel fully endorses participation. However, completing the questionnaire is voluntary. There is no right or wrong answer to the questions. The data obtained at the end of the research will be kept completely confidential. You will not be asked any questions about your identity.

If you have any questions about this survey, you can contact Mrs. Bahar Etehadı, the project coordinator, via the phone number 0543 913 76 73 or e-mail to bahar.etejadi@emu.edu.tr.

Thank you again for your contribution.

***Important Note:*** After completing the questionnaire, put the questionnaire in the envelope, paste the envelope and discard the envelope in the survey box.

#### **Research Team:**

Bahar Etehadı, Ph.D. Candidate

Prof. Dr. Osman M. Karatepe

#### **Address:**

Faculty of Business and Economics

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**Section I.**

The following questions are about the practices that hotels can use to manage their employees. In this respect, please answer the questions below by selecting the option that suits you best.

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

<b>1.</b> Employees in this job can expect to stay in the organization for as long as they wish.	1	2	3	4	5
<b>2.</b> It is very difficult to dismiss an employee in this organization.	1	2	3	4	5
<b>3.</b> Job security is almost guaranteed to employees in this organization.	1	2	3	4	5
<b>4.</b> If this company were facing economic problems, employees in this job would be the last to get cut	1	2	3	4	5

**Section II.**

Please indicate your answer by placing a (√) in the appropriate alternative.

**1. Your age**

- 18-27 ( )
- 28-37 ( )
- 38-47 ( )
- 48-57 ( )
- 58-67 ( )

**2. Gender**

- Male ( )
- Female ( )

**3. What is the highest level of education you completed?**

- Primary school ( )
- Secondary and high school ( )
- Vocational school (two-year program)( )
- University first degree ( )
- Master or Ph.D. degree ( )

**4. How long have you been working in this hotel?**

- Less than 1 year ( )
- 1-5 years ( )
- 6-10 years ( )
- 11-15 years ( )
- More than 15 years ( )

**Thank You.**

## **A FIELD STUDY IN THE HOTEL INDUSTRY IN ANTALYA (Time II)**

By reading this questionnaire and answering the questions, you agree to participate in the research.

Dear Respondent,

The aim of this study is to investigate the daily experiences in your work and how these experiences affect your daily life outside your work. For this purpose, we ask that you complete this survey.

Management of your hotel fully endorses participation. However, completing the questionnaire is voluntary. There is no right or wrong answer to the questions. The data obtained at the end of the research will be kept completely confidential. You will not be asked any questions about your identity.

If you have any questions about this survey, you can contact Mrs. Bahar Etehadı, the project coordinator, via the phone number 0543 913 76 73 or e-mail to bahar.etejadi@emu.edu.tr.

Thank you again for your contribution.

***Important Note:*** After completing the questionnaire, put the questionnaire in the envelope, paste the envelope and discard the envelope in the survey box.

### **Research Team:**

Bahar Etehadı, Ph.D. Candidate

Prof. Dr. Osman M. Karatepe

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

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

<b>1.</b> I feel confident analyzing a long-term problem to find a solution.	1	2	3	4	5	6
<b>2.</b> <i>(Copyrighted item #2)</i>	1	2	3	4	5	6
<b>3.</b> <i>(Copyrighted item #3)</i>	1	2	3	4	5	6
<b>4.</b> <i>(Copyrighted item #4)</i>	1	2	3	4	5	6
<b>5.</b> <i>(Copyrighted item #5)</i>	1	2	3	4	5	6
<b>6.</b> <i>(Copyrighted item #6)</i>	1	2	3	4	5	6

**Thank you.**

### **A FIELD STUDY IN THE HOTEL INDUSTRY IN ANTALYA (Time III)**

By reading this questionnaire and answering the questions, you agree to participate in the research.

Dear Respondent,

The aim of this study is to investigate the daily experiences in your work and how these experiences affect your daily life outside your work. For this purpose, we ask that you complete this survey.

Management of your hotel fully endorses participation. However, completing the questionnaire is voluntary. There is no right or wrong answer to the questions. The data obtained at the end of the research will be kept completely confidential. You will not be asked any questions about your identity.

If you have any questions about this survey, you can contact Mrs. Bahar Etehadı, the project coordinator, via the phone number 0543 913 76 73 or e-mail to bahar.etejadi@emu.edu.tr.

Thank you again for your contribution.

***Important Note:*** After completing the questionnaire, put the questionnaire in the envelope, paste the envelope and discard the envelope in the survey box.

#### **Research Team:**

Bahar Etehadı, Ph.D. Candidate

Prof. Dr. Osman M. Karatepe

#### **Address:**

Faculty of Business and Economics

Faculty of Tourism

Eastern Mediterranean University

North Cyprus

Please answer the questions below by selecting the option that suits you best.

- (1) Never
- (2) Almost never
- (3) Rarely
- (4) Sometimes
- (5) Often
- (6) Very often
- (7) Always

1. How often have you been absent from the job because you just didn't feel like going to work?	1	2	3	4	5	6	7
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**Thank you.**

## **A FIELD STUDY IN THE HOTEL INDUSTRY IN ANTALYA**

### **(Supervisor Assessment)**

By reading this questionnaire and answering the questions, you agree to participate in the research.

Dear Respondent,

The purpose of this study is to determine the level of performance of the employees under your supervision (those who are in contact with customers face to face). Therefore, each questionnaire (to be self-administered by you) will belong to each customer-contact hotel employee who is supervised by you.

Management of your hotel fully endorses participation. However, completing the questionnaire is voluntary. There is no right or wrong answer to the questions. The data obtained at the end of the research will be kept completely confidential. You will not be asked any questions about your identity.

If you have any questions about this survey, you can contact Mrs. Bahar Etehadı, the project coordinator, via the phone number 0543 913 76 73 or e-mail to bahar.etejadi@emu.edu.tr.

Thank you again for your contribution.

***Important Note:*** After completing the questionnaire, put the questionnaire in the envelope, paste the envelope and discard the envelope in the survey box.

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**Section I.**

Please evaluate this employee using the scale below.

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

<b>1.</b> Considering all the things this employee does, he/she handles dissatisfied customers quite well.	1	2	3	4	5
<b>2.</b> This employee doesn't mind dealing with complaining customers.	1	2	3	4	5
<b>3.</b> No customer this employee deals with leaves with problems unresolved.	1	2	3	4	5
<b>4.</b> Satisfying complaining customers is a great thrill to this employee.	1	2	3	4	5
<b>5.</b> Complaining customers this employee has dealt with in the past are among today's most loyal customers.	1	2	3	4	5

**Section II.**

Please evaluate this employee using the scale below.

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

<b>6.</b> At work, this employee sometimes comes up with innovative and creative notions	1	2	3	4	5	6	7
<b>7.</b> At work, this employee sometimes proposes his/her own creative ideas and convinces others.	1	2	3	4	5	6	7
<b>8.</b> At work, this employee seeks new service techniques and methods.	1	2	3	4	5	6	7
<b>9.</b> At work, this employee provides a suitable plan for developing new ideas.	1	2	3	4	5	6	7
<b>10.</b> At work, this employee tries to secure the funding and resources needed to implement innovations.	1	2	3	4	5	6	7
<b>11.</b> Overall, this employee considers himself/herself a creative member of his/her team.	1	2	3	4	5	6	7

**Thank you.**