Core Self-Evaluations, Work Engagement, and Work-Family Facilitation: An Empirical Study in the Hotel Industry

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ABSTRACT

The purpose of this study is to develop and test a research model that examines work engagement as a mediator of the effects of core self-evaluations on work-family facilitation and family-work facilitation. Such relationships were analyzed based on data obtained from frontline employees in the international five-star chain hotels in Istanbul. In this thesis structural equation modeling was used via LISREL 8.30.

The results of the study show that core self-evaluations enhance work engagement. According to the results of the study, work engagement positively influences work-family facilitation and family work facilitation. Finally, the results suggest that work engagement fully mediates the effects of core self-evaluations on both work-family facilitation and family-work facilitation.

Managerial implications are provided in light of the results of the study, limitations of the study are given, and future research implications are offered.

Keywords: Core Self-Evaluations; Family-Work Facilitation; Hotel Employees; Work Engagement; Work-Family Facilitation

ÖZ

Bu tezin amacı, kişinin öz yeterliliğinin işe angaje olma yoluyla iş-aile birliği ile aile-iş birliği üzerindeki etkisini ölçen bir araştırma modelini geliştirip test etmektir. Bu ilişkiler, İstanbul'da yer alan uluslararası beş yıldızlı zincir otellerdeki müşteri ile bire bir iletişim kuran işgörenlerden elde edilen veriler doğrultusunda analiz edilmiştir. Bu tezde LISREL 8.30 programı vasıtasıyla yapısal eşitlik modeli kullanılmıştır.

Çalışmanın bulguları, kişinin öz yeterliliğinin işe angaje olmasında önemli olduğunu göstermektedir. Çalışmanın bulgularına göre, işe angaje olma, iş-aile birliği ile aile-iş birliği üzerinde etkilidir. Son olarak, bulgular kişinin öz yeterliliğinin iş-aile birliği ile aile-iş birliğin işe angaje olma yoluyla etkilediğini ortaya koymaktadır.

Bulgular ışığında yönetsel belirlemelere yer verilmiş, araştırmanın sınırları ve ileride yapılacak araştırmalar ile ilgili belirlemeler üzerinde durulmuştur.

Anahtar Kelimeler: Aile-İş Birliği; İş-Aile Birliği; İşe Angaje Olma; Otel Çalışanları; Öz Yeterlilik

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Chapter 1

INTRODUCTION

The following sections of this chapter include information about the research philosophy and purpose of the study as well as its contribution to the hospitality management literature. There is also information about the methodology of the study in this chapter. For example, information concerning sample and procedure, measures, and data analysis is presented. This chapter concludes with the outline of the thesis.

1.1 Research Philosophy

This study develops and tests a conceptual model. This model consists of various hypotheses to be tested. If this is the case, deductive approach is in the center of this study. In deductive approach, there are theoretical underpinnings that enable the researcher to focus on the relevant variables and develop hypotheses (Ali & Birley, 1999). Using the relevant theoretical framework, the researcher develops hypotheses and collects data from one or more parties such as managerial, non-managerial employees, and customers for reaching concrete empirical evidence. Accordingly, this study develops and tests a conceptual model whether work engagement mediates the effects of core self-evaluations on work-family facilitation and family-work facilitation.

To develop such a model, Greenhaus and Powell's (2006) instrumental and affective paths are taken into consideration. In addition to these paths, the Job Demands-

Resources (JD-R) model is taken into consideration (Bakker & Demerouti, 2007). As a psychological or personal resource, core self-evaluations are composed of self-esteem, generalized self-efficacy, locus of control, and emotional stability (Judge, Locke, Durham, & Kluger, 1998). Core self-evaluations refer to "fundamental, subconscious conclusions individuals reach about themselves, other people, and the world" (Judge et al., 1998, p. 18). Work engagement is a motivational variable and is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli, Salanova, Gonzáles-Romá, & Bakker, 2002, p. 74). Work-family facilitation and family-work facilitation are the two directions of facilitation between work and family domains. Facilitation in the work-family interface refers to "… as occurring when, by virtue of participation in one role (e.g., work), one's performance or functioning in the other role (e.g., family) is enhanced" (Wayne, Musisca, & Fleeson, 2004, p. 110). In short, this study proposes that individuals with positive core self-evaluations display high levels of work engagement that in turn leads to a successful integration of work and family roles.

1.2 Purpose and Contribution of the Thesis

Work and family roles are important for adult life. On one hand, individuals have to fulfill their responsibilities in the workplace. On the other hand, they have to deal with family responsibilities effectively. Under these circumstances, work-family balance is needed. Although most of the empirical studies on work-family research have focused on the scarcity perspective (negative spillover effect), recent studies have started to consider the expansion-enhancement perspective (positive spillover effect) (e.g., Gudmunson, Danes, Werbel, & Loy, 2009). Such a trend is consistent with the positive psychology movement (Seligman & Csikszentmihalyi, 2000). Similarly, recent studies in the hospitality management literature have also started to

focus on the positive spillover effect in work-family research (e.g., Deery & Jago, 2009; Karatepe & Bekteshi, 2008). This is important, because frontline employees in the hospitality industry should have work-family balance for effective performance in the workplace and high quality of life.

A study by Siu et al. (2010) suggests that work engagement can play a mediating role in the relationship between resources and work-family facilitation. Employees with high work engagement have high levels of energy, feel dedicated, and are happily immersed in their work (Bakker & Demerouti, 2008). These employees also perceive their work as meaningful and challenging (Bakker & Demerouti, 2007).

Greenhaus and Powell (2006), in their model, describe two paths to work-family facilitation or enrichment. These paths are instrumental and affective. The instrumental path proposes that resources (skills and perspectives, psychological and physical resources, social capital resources, flexibility, and material resources) in role A will promote performance in role B. The affective path proposes that these resources in role A will also produce positive affect in roles A and B. According to the instrumental and affective paths, work engagement can lead to work-family facilitation for at least two reasons (Siu et al., 2010). First, highly engaged employees continuously learn from work and develop skills. What they learn from their work and obtain skills and knowledge as resources can be transferred to the family domain. Second, highly engaged employees are energetic, are enthusiastic about their work, and are happily engrossed in their work. Under these circumstances, their positive mood is spilled over to the family domain.

If work engagement is proximate to work-family facilitation, factors that influence work-family facilitation should also influence work engagement (Siu et al., 2010). As a psychological or personal resource, core self-evaluations influencing work engagement are included in this study. As mentioned earlier, core self-evaluations are composed of self-esteem, generalized self-efficacy, internal locus of control, and emotional stability (Judge et al., 1998). In short, employees with positive core self-evaluations stay engaged in their work (Karatepe, Keshavarz, & Nejati, 2010). Such employees in turn have a balance between work (family) and family (work) roles.

Against this backdrop, the purpose of this study is to develop and test a research model that examines work engagement as a mediator of the effects of core self-evaluations on work-family facilitation and family-work facilitation. Data obtained from full-time frontline employees in the international five-star chain hotels in Istanbul, Turkey serve as the study setting.

The potential contributions of this study are as follows. First, work engagement is still an under-researched topic in the hospitality management literature (Karatepe, 2011a; Karatepe & Olugbade, 2009). Second, Siu et al. (2010) discuss that the relationship between work engagement and work-family facilitation using Greenhaus and Powell's (2006) instrumental and affective paths has not received empirical attention in the current literature. Such a gap also exists in the hospitality management literature. Accordingly, this study extends the existing research by testing the mediating role of work engagement in the relationship between core self-evaluations and two directions of facilitation in the work-family interface based on data obtained from frontline employees in the Turkish hospitality industry.

1.3 Proposed Methodology

The sample of this study is determined based on judgmental sampling. Judgmental sampling refers to "picking cases that are judged to be typical of the population in which we are interested, assuming that errors of judgment in the selection will tend to counterbalance one another" (Judd, Smith, & Kidder, 1991, p. 136). There are three criteria used in determining the sample of the present study. First, frontline employees who have intense face-to-face or voice-to-voice interactions with customers and spend most of their time dealing with customer requests and problems are included in the study sample. Second, frontline employees who have full-time jobs in the international five-star chain hotels are included in the study sample. Third, employees who are married with or without children are included in the study sample. In addition, employees who are single without children are included, because they have family and social commitments to their parents or siblings. This reasoning is in line with the works of for example, Grzywacz and Marks (2000) and Karatepe and Bekteshi (2008). Consequently, the sample of this study consists of full-time frontline employees in the international five-star chain hotels in Istanbul, Turkey.

This study uses a time-lagged design for data collection. That is, consistent with the suggestions made by Podsakoff, MacKenzie, Lee, and Podsakoff (2003), data are collected from employees with a two-week time lag. Such an approach is necessary, because common method bias leads to measurement error, which in turn threatens the validity of the conclusions about the hypothesized relationships (Podsakoff et al., 2003). The Time I questionnaire includes the core self-evaluations and work engagement measures. The Time I questionnaire also includes items regarding

respondents' age, gender, education, organizational tenure, marital status, and the number of children. The Time II questionnaire includes the work-family facilitation and family-work facilitation measures.

Ten items from Judge, Erez, Bono, and Thoresen (2003) are used to measure core self-evaluations. Work engagement is assessed using nine items from the shortened version of the Utrecht Work Engagement Scale (Schaufeli, Bakker, & Salanova, 2006). Work-family facilitation and family-work facilitation are measured using items from Grzywacz and Marks (2000). Each of these constructs consists of four items. Responses to items in core self-evaluations are rated on a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). Responses to items in work engagement are rated on a six-point frequency-based scale ranging from 6 (*always*) to 0 (*never*). Responses to items in work-family facilitation and family-work facilitation are rated on five-point scales ranging from 5 (*all the time*) to 1 (*never*).

All items are originally prepared in English and then translated into Turkish via the back-translation method (Parameswaran & Yaprak, 1987). Two pilot studies are employed in this study. The first one is associated with a pilot sample of ten frontline hotel employees regarding the understandability of items in the Time I questionnaire. The second one is associated with a pilot sample of ten frontline hotel employees regarding the understandability of items in the Time II questionnaire.

Frequencies are used for reporting respondents' profile (e.g., age, marital status). In this thesis a two-step approach is used (Anderson & Gerbing, 1988). That is, in the first step, the psychometric properties of the measures are evaluated based on the confirmatory factor analysis through LISREL 8.30 and coefficient alpha (Joreskog &

Sorbom, 1996). The correlations among study constructs are also presented. In the second step, structural equation modeling is used for evaluating the study hypotheses. Alternative models are compared for the mediation analysis (James, Mulaik, & Brett, 2006).

1.4 Outline of the Thesis

This chapter presents information about the research philosophy, purpose and contribution of the study, proposed methodology, and outline of the thesis. The second chapter presents a detailed review of the relevant literature. The antecedents and outcomes of work engagement are discussed. As an antecedent to work engagement, core self-evaluations are explained in detail. Then, the mediating role of work engagement in the relationship between core self-evaluations and work-family facilitation is discussed.

Chapter three presents the conceptual model and research hypotheses. This chapter gives the direct and mediating relationships for study constructs. Chapter four gives information about the methodology of the study. In other words, information about sample and procedure, measurement, and data analysis is provided in chapter 4. The fifth chapter includes results of the empirical study. For example, the results of structural equation modeling for research hypotheses are provided in this chapter. This is followed by chapter six that consists of discussions of the results, management implications, and limitations and future research directions. The final chapter in this thesis is chapter seven that is about the conclusion of the study.

Chapter 2

LITERATURE REVIEW

This chapter gives a discussion of work engagement and its antecedents (e.g., job resources) as well as its consequences (e.g., job performance, organizational commitment). This chapter also provides a discussion of Greenhaus and Powell's (2006) theoretical framework as well as the JD-R model to link work engagement to its antecedent (i.e., core self-evaluations) and outcomes (i.e., work family facilitation, family-work facilitation).

2.1 Work Engagement

Personal engagement is defined as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn, 1990, p. 694). Kahn (1990) discusses that personal engagement makes individuals have self-expression and self-employment in their organizational life.

As presented in chapter 1, according to Schaufeli et al. (2002), work engagement is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 74). This definition suggests that work engagement has three indicators: vigor, dedication, and absorption. Further, Schaufeli et al. (2002) define vigor as "high levels of energy and mental resilience while working, willingness to invest efforts in ones' work, and persistence even in the face of difficulties" (p. 74). They define dedication as "a sense of significance,

enthusiasm, inspiration, pride, and challenge'' (p. 74), and absorption as ''being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work'' (p. 75). Work engagement is a motivational variable, and it is expected that when individuals are engaged in their work, they feel energetic and dedicated and are fully engrossed in their work.

A careful analysis of the hospitality management literature suggests that work engagement is an important variable that leads to positive job outcomes such as job performance, organizational commitment, and decreased turnover intentions (Karatepe, 2011a, 2013; Karatepe, 2012; Li, Sanders, & Frenkel, 2012). However, the current literature in the hospitality field is not rich with empirical studies that are related to the antecedents of work engagement. More importantly, empirical evidence regarding the relationship between work engagement and work-family facilitation is lacking (Siu et al., 2010). The potential antecedents and outcomes of work engagement are discussed below.

2.1.1 Antecedents of Work Engagement

The JD-R model is an important model that provides clear explanations about the antecedents of work engagement. The JD-R model suggests that job demands and job resources represent two general categories that can be applicable to various occupational settings although there may be specific risk factors associated with every occupation (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Job demands refer to "those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological effort or skills and are therefore associated with certain physiological and/or psychological costs" (Bakker & Demerouti, 2007, p. 312). Although not all job

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demands are negative, they may be perceived as stressors by employees who try to meet these job demands (Bakker & Demerouti, 2007, 2008). For example, work overload, unfavorable physical environments, emotional job demands, and work-family conflict can be considered as job demands for hospitality employees in frontline service jobs (Bakker, Demerouti, & Euwema, 2005; Karatepe & Olugbade, 2009).

Job resources are defined as "those physical, psychological, social, or organizational aspects of the job that either/or (1) reduce job demands and the associated physiological and psychological costs; (2) are functional in achieving work goals; and (3) stimulate personal growth, learning and development" (Schaufeli & Bakker, 2004, p. 296). For instance, performance feedback, job autonomy, work social support, and career opportunities can be considered as job resources for frontline employees in the hospitality industry (Karatepe, 2013; Karatepe & Olugbade, 2009).

According to the JD-R model, there are two different psychological processes that play a role in the development of burnout (strain) and motivation (work engagement). Broadly speaking, the health impairment process and motivational process are the psychological processes provided by the JD-R model. The health impairment process suggests that chronic job demands or poorly designed jobs lead to depletion of mental and physical resources and thus create energy and health problems (Bakker et al., 2005; Bakker & Demerouti, 2007). For example, employees who work under high levels of work pressure and have excessive job demands are emotionally exhausted, and therefore, display health problems such as depression (Schaufeli & Bakker, 2004). Such employees may also have poor job performance

and show high levels of quitting intentions (Bakker & Demerouti, 2007; Bakker, Demerouti, & Verbeke, 2004).

The motivational process in the JD-R model suggests that job resources have intrinsic and extrinsic motivational role and reduce job demands, enhance goal achievement and personal development, leading to work engagement (Bakker & Demerouti, 2008). For example, employees with adequate job resources such as training, work social support, and empowerment feel energetic and dedicated and are immersed in their work. Such employees in turn report positive job outcomes (e.g., job performance, organizational commitment) (Karatepe, 2013).

In their empirical study, Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007) extended the JD-R model by including personal resources in the model. Their study demonstrated that job resources (i.e., autonomy, social support, supervisory coaching, professional development) positively influenced work engagement directly and indirectly through personal resources (i.e., organizational-based self-esteem, optimism, self-efficacy).

Studies focusing only on the antecedents of work engagement provide mixed findings. For example, Kim, Shin, and Swanger's (2009) study showed that conscientiousness positively affected work engagement and neuroticism negatively affected work engagement. However, in their empirical study there was no empirical support for the effects of other personality variables (i.e., extraversion, agreeableness, openness to change) on work engagement. Karatepe and Olugbade's (2009) study found partial evidence for the mediating role of personal resources among frontline hotel employees in Nigeria. Specifically, they reported that self-

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efficacy fully mediated the effect of supervisor support only on the absorption dimension of work engagement. In addition, Karatepe's (2013) recent study indicated that training, empowerment, and rewards as the indicators of high-performance work practices had a strong impact on work engagement among frontline hotel employees in Romania.

2.1.2 Outcomes of Work Engagement

Job satisfaction, organizational commitment, turnover intentions, job performance, extra-role performance, innovative behavior, and career satisfaction are among the job outcomes increasing employees' work engagement. However, it should be underlined that the hospitality management literature is not abundant with empirical studies that link work engagement to the abovementioned job outcomes (Karatepe, 2013).

As the JD-R model suggests, job resources lead to work engagement that in turn produces positive job outcomes. The JD-R model also suggests that job resources influence work engagement directly and indirectly via personal resources that in turn lead to positive job outcomes. A summary of the findings of recent studies is presented below.

Specifically, in a study of frontline employees in the hospitality industry in Norway, it has been shown that job autonomy, strategic attention, and role benefit enhance work engagement that in turn leads to innovative behavior (Slåtten & Mehmetoglu, 2011). Karatepe (2011a) reports that procedural justice increases affective organizational commitment, job performance, and extra-role customer service only through work engagement among frontline hotel employees in Nigeria. The results of a study conducted with hotel employees in China indicate that work engagement

fully mediates the effect of work ostracism on service performance (Leung, Wu, Chen, & Young, 2011). Li et al.'s (2012) study conducted with hotel employees in China shows that work engagement plays a full mediating role in the relationship between leader-member exchange and job performance. The results of another study reveal that the effects of coworker and supervisor support on career satisfaction, service recovery performance, job performance, and creative performance are fully mediated by work engagement for a sample of frontline hotel employees in Cameroon (Karatepe, 2012). Karatepe's (2013) study demonstrates that employees with high-performance work practices are engaged in their work, and therefore, have better job performance and higher extra-role performance.

Xanthopoulou et al. (2007) find that job resources increase work engagement through personal resources. They also find that work engagement is triggered by job resources directly. Xanthopoulou, Bakker, Heuven, Demerouti, and Schaufeli (2008) report that self-efficacy does not mediate the effect of colleague support on work engagement for a sample of flight attendants in the Netherlands. However, they report that the impact of self-efficacy on in-role and extra-role performances is fully mediated by work engagement.

The abovementioned studies provide evidence regarding the effects of job resources on job outcomes through the mediating role of work engagement. However, empirical evidence regarding the role of personal resources in this process is not clear. The following section presents core self-evaluations as an antecedent to work engagement and work-family facilitation and family-work facilitation as outcomes to work engagement.

2.1.3 Core Self-Evaluations

As a personality variable, core self-evaluations are associated with "fundamental assessments that people make about their worthiness, competence, and capabilities" (Judge, Bono, Erez, & Locke, 2005, p. 257). As stated before, core self-evaluations consist of four traits: self-esteem, generalized self-efficacy, emotional stability, and internal locus of control (Judge et al., 1998). Studies suggest that individuals with positive core self-evaluations can deal with various stressors (e.g., customer-related social stressors, work-family conflict) and strain (e.g., emotional exhaustion) (Best, Stapleton, & Downey, 2005; Boyar & Mosley, 2007; Karatepe, Haktanir, & Yorganci, 2010). Studies also suggest that such employees are satisfied with the job and life in general and have less quitting intentions (Boyar & Mosley, 2007; Judge et al., 1998).

As one of the dimensions of core self-evaluations, self-esteem refers to "the overall value that one places on oneself as a person" (Judge et al., 1998, p. 19). Generalized self-efficacy refers to "one's estimate of one's fundamental ability to cope, perform, and be successful", while emotional stability (opposite of neuroticism) is related to "the tendency to be confident, secure, and steady" (Judge & Bono, 2001, p. 80). Finally, locus of control refers to "the degree to which individuals believe that they control events in their lives" (Judge et al., 1998, p. 19). Locus of control can be both internal and external. Individuals with an internal locus of control believe that they are generally in command of the events in their life and their fate is determined by their actions. However, individuals with external locus of control believe that they are unable to have control over the environment and events (Judge et al., 1998).

Individuals high in self-esteem, generalized self-efficacy, emotional stability, and internal locus of control prove to have positive job outcomes such as job satisfaction and job performance (Judge & Bono, 2001; Judge et al., 1998). However, there is limited empirical evidence regarding core self-evaluations as a moderator or the antecedents/outcomes of core self-evaluations in the hospitality management literature. Specifically, in a study of frontline hotel employees in Iran, Karatepe, Keshavarz et al. (2010) demonstrate that coworker support increases dedication only through core self-evaluations, while it influences vigor directly and indirectly through core self-evaluations. However, their study does not find any empirical support for the mediating role of core self-evaluations in the relationship between coworker support and absorption. Karatepe (2011b) shows that core self-evaluations reduce the detrimental impact of exhaustion on job satisfaction and job performance among frontline hotel employees in Iran.

2.1.4 Work-Family Facilitation and Family-Work Facilitation

Two directions facilitation between work and family roles are work-family facilitation and family-work facilitation. Researchers have started to focus on the positive side of work-family interface due to the need to understand individuals who can integrate their work and family roles successfully (e.g., Aryee, Srinivas, & Tan, 2005; Choi & Kim, 2012; Karatepe & Bekteshi, 2008). This is consistent with the development of positive psychology that centers upon human strengths and positive experiences rather than weaknesses (Seligman & Czikszentmihalyi, 2000).

2.1.4.1 Antecedents of Work-Family Facilitation and Family-Work Facilitation

According to an examination of the current literature, personality variables (e.g., neuroticism, extraversion) and organizational/family variables (e.g., work social support, family social support, job control) predict work-family facilitation and

family-work facilitation. For example, neuroticism refers to anxiety, worry, and tension (Wayne et al., 2004). In a study of employed parents in India, Aryee et al. (2005) reported that neuroticism decreased family-work facilitation, but it did not significantly affect work-family facilitation. On the other hand, Wayne et al. (2004) found that individuals who were energetic, talkative, and enthusiastic (i.e., extraversion) were able to integrate their work (family) and family (work) roles effectively.

In addition, Demerouti, Geurts, and Kompier (2004) showed that individuals with job support and job control had higher levels of work-family facilitation. They further showed that job support increased family-work facilitation. Hill's (2005) study indicated that work group support and supervisor support positively influenced work-family facilitation, while family-supportive supervisor helped individuals balance their family and work roles. In a study of frontline hotel employees in Albania, Karatepe and Bekteshi (2008) reported that work and family support enhanced family-work facilitation, while only work support significantly influenced work-family facilitation.

An evaluation of the abovementioned studies suggests that personality variables can increase or decrease two directions of facilitation and between work and family roles and further suggests that organizational variables contribute to work-family facilitation and family-work facilitation. However, as discussed by Siu et al. (2010), the relationship between work engagement and two directions of facilitation between work and family roles has received very little empirical attention. The following part presents a discussion of affective and instrumental paths as well as the JD-R model

that refer to the mediating role of work engagement in the relationship between core self-evaluations and work-family facilitation and family-work facilitation.

2.2 Theoretical Framework: Affective and Instrumental Paths and the JD-R Model

The previously mentioned information and discussion suggests that core self-evaluations influence work-family facilitation and family-work facilitation indirectly through work engagement. That is, work engagement acts as a full mediator of the effects of core self-evaluations on two directions of facilitation between work and family roles.

According to Greenhaus and Powell's (2006) model, there are instrumental and affective paths. The instrumental path suggests that resources generated in Role A (i.e., skills and perspectives, psychological and physical resources, social-capital resources, flexibility, material resources) promote high performance in Role B (Greenhaus & Powell, 2006). Specifically, resources derived from Role A (work or family) foster high performance in Role B (family or work). The affective path suggests that resources derived from Role A promote positive affect in Role A, leading to high performance in Role B. In addition, resources derived from Role A foster positive affect in Role B because of high performance in Role B. As stated by Siu et al. (2010, p. 471), "… a role state that is characterized by high performance and positive affect should be the most proximal factor in predicting work-family enrichment."

According to this model, high performance and positive affect are similar to work engagement (Siu et al., 2010). Therefore, it seems that work engagement enhances

work-family facilitation and family-work facilitation. That is, highly engaged employees can transfer their knowledge and skills to the family domain, because they believe that what they learn in the workplace can be transferred to the family domain. Similarly, highly engaged employees obtaining resources from the family domain would report higher family-work facilitation (Siu et al., 2010).

The motivational process of the JD-R model proposes that employees with job resources would have positive core self-evaluations. Such employees in turn would be highly engaged in their work (Xanthopoulou et al., 2007). Accordingly, it appears that psychological or personal resources enhance employees' work engagement. Consistent with the work of Siu et al. (2010), this study proposes that psychological or personal resources would be used in increasing work engagement, and therefore, would foster two directions of facilitation between work and family roles.

Chapter 3

RESEARCH HYPOTHESES

This chapter presents the research model developed based on empirical studies and two theoretical frameworks. This chapter also presents hypotheses that are associated with the mediating role of work engagement. That is, the current chapter provides information about the effects of core self-evaluations on work engagement and the impact of work engagement on work-family facilitation and family-work facilitation. Finally, this chapter provides information regarding the mediating role of work engagement in the relationship between core self-evaluations and two directions of facilitation.

3.1 Presentation of the Research Model

The research model shown in Figure 1 is developed using empirical evidence in the current literature and the guidelines provided by Greenhaus and Powell's (2006) affective and instrumental paths as well as guidance given by the JD-R model. As the model indicates, core self-evaluations increase frontline employees' work engagement. That is, employees with positive core self-evaluations feel energetic, are enthusiastic, and are often engrossed in their work. The model indicates that employees who are engaged in their work can balance their work (family) and family (work) responsibilities successfully. In addition, work engagement is shown to fully mediate the impacts of core self-evaluations on work-family facilitation and family-work facilitation.

3.2 Hypotheses

3.2.1 Core Self-Evaluations and Work Engagement

As a personality variable or a personal resource, core self-evaluations should increase employees' work engagement for at least two reasons. First, personal resources appear to be the proximal factor in predicting work engagement, because personal resources partially mediate the effects of job resources on work engagement. That is, employees with adequate job resources feel self-efficacious or competitive, and therefore, display high levels of engagement in their work (Bakker & Demerouti, 2007; Xanthopoulou et al., 2007). This is also highlighted in the motivational process of the JD-R model that employees with sufficient personal resources are highly engaged in their work, because employees who are self-efficacious, have internal locus of control and emotional stability, and have a healthy amount of self-esteem display higher work engagement. Second, personal resources do not only influence stress and strain but also are linked to emotional well-being (Xanthopoulou et al., 2007).

There are studies that report the effects of personal resources on work engagement. For example, Xanthopoulou et al. (2007) found that personal resources (i.e., organizational-based self-esteem, optimism, self-efficacy) had significant positive effects on work engagement. Xanthopoulou et al. (2008) also found that self-efficacy increased flight attendants' work engagement.

There are limited studies in the hospitality management literature that pertain to the relationship between personal resources and work engagement. For example, it has been shown that trait competitiveness increases employees' work engagement in

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frontline service jobs in the hospitality industry (Karatepe & Olugbade, 2009). According to this finding, it is obvious that employees who want to be better than others feel energetic and dedicated and are often immersed in their work. It has also been demonstrated that core self-evaluations elevated employees' feelings of vigor and dedication in frontline service jobs in the hospitality industry (Karatepe, Keshavarz et al., 2010).

Based on the information given above, this study proposes the following hypothesis:

H1: Core self-evaluations are positively related to frontline employees' work engagement.
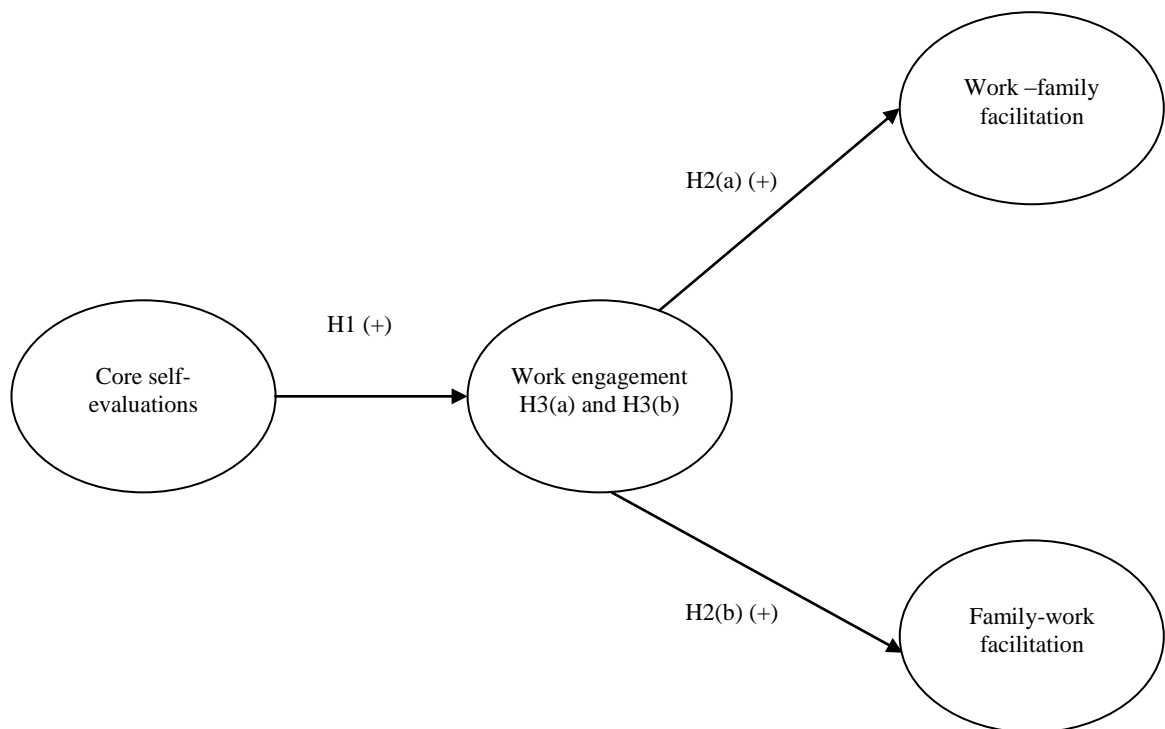
Figure 1. Research Model

The second set of relationships shown in Figure 1 refers to the effect of work engagement on work-family facilitation and family-work facilitation. Highly

engaged employees will transfer and use their knowledge in the family domain. That is, work engagement will facilitate family role performance and create positive mood in the family domain (Siu et al., 2010). There seems to be only one empirical study that focuses on the relationship between work engagement and two directions of facilitation between work and family domains. Siu et al. (2010) found that work engagement significantly and positively influenced work-family facilitation and family-work facilitation.

Based on the information given above, this study proposes the following hypotheses:

H2:   Work engagement is positively related to frontline employees' (a) work-family facilitation and (b) family-work facilitation.

The third set of relationships refers to the mediating effect of work engagement in the relationship between core self-evaluations and two directions of facilitation and between work and family roles. Employees can utilize their personal resources in having elevated levels of work engagement. Such employees in turn can integrate their work (family) and family (work) roles successfully.

Siu et al. (2010) indicated that work engagement acted as a full or partial mediator of the effects of several role resources such as supervisor support and job autonomy on work-family facilitation or family-work facilitation. In the current literature, there are empirical studies that examine the mediating role of work engagement in the relationship between job resources (e.g., supervisor support, procedural justice, high-performance work practices) and job outcomes (e.g., affective organizational commitment, job performance, extra-role customer service) (Karatepe, 2011a, 2012,

2013). However, there is a lack of empirical research regarding work engagement as a mediator of the effects of personal resources on work-family facilitation and family-work facilitation.

Based on the information given above, this study proposes the following hypotheses:

H3:   Work engagement fully mediates the effects of core self-evaluations on (a) work-family facilitation and (b) family-work facilitation.

Chapter 4

METHODOLOGY

This chapter gives information about deductive approach, the sample of the empirical study, and data collection. This chapter also gives information regarding the preparation of the questionnaires and measures used. This chapter concludes with information about data analysis (e.g., internal consistency reliability, confirmatory factor analysis, structural equation modeling).

4.1 Deductive Approach

As mentioned earlier, this study utilizes deductive approach. Neuman (2003) states, "In a deductive approach, you begin with an abstract, logical relationship among concepts, then move toward concrete empirical evidence" (p. 51). In this study the use of deductive approach is obvious and necessary, because the researcher develops and tests a research model using several theoretical underpinnings to examine several relationships among study variables. Specifically, this study develops and tests a research model that investigates work engagement as a mediator of the effects of core self-evaluations on work-family facilitation and family-work facilitation. This study uses data from frontline employees in the international five-star chain hotels in Istanbul in Turkey.

4.2 Sample and Procedure

As is the case with graduate theses on frontline hotel employees and similar studies in the hospitality management literature, this thesis used judgmental sampling to determine the sample of this empirical study. In judgmental sampling, "the sample

elements are selected because it is believed that they are representative of the population of interest" (Churchill, 1995, p. 582). Data were obtained from frontline employees in the international five-star chain hotels in Istanbul, Turkey. There are three important criteria for having frontline employees in this study sample. First, frontline employees have intense face-to-face or voice-to-voice interactions with customers and try to meet customers' expectations by spending most of their time (e.g., dealing with their requests and complaints). Second, they have full-time jobs in the hotel. Third, the sample is not limited to only individuals who are single parents or married with or without children. Single individuals also do have commitments to their parents, siblings, and/or friends. This approach is consistent with the works of Grzywacz and Marks (2000) and Karatepe and Beksteshi (2008). Frontline employees included in the study sample were front desk agents, reservation agents, waiter/waitress, bartenders, door attendants, guest relations representatives, and bell attendants.

Based on the information obtained from Istanbul Directorate of Culture and Tourism at the time of this study, there were 15 international five-star chain hotels in Istanbul (e.g., Hilton, Four Seasons, Ceylan Intercontinental, Holiday Inn, Marriott, Movenpick). The researcher contacted human resource managers of all hotels via a letter including the objectives of the study and permission for data collection. Management of 8 international five-star chain hotels agreed to participate in this study. Initially, these managers read the questionnaires carefully and had no questions regarding the understandability of the items. So they permitted the researcher to contact their frontline employees directly. Each frontline employee self-administered the Time I and Time questionnaires. Employees who participated

in the study filled out the questionnaires, put them in sealed envelopes and then placed them in a special box. As a result, the researcher collected the completed questionnaires from this box. The same procedure was used for the Time I and Time II questionnaires.

Data were gathered in two waves. That is, data were collected with a time lag of two weeks for reducing the potential risk of common method bias. This is consistent with the suggestions made by Podsakoff et al. (2003). The Time I questionnaire included the core self-evaluations and work engagement measures. The Time I questionnaire also included items about respondents' profile (i.e., age, gender, education, organizational tenure, marital status, the number of children). The Time II questionnaire included the work-family facilitation and family-work facilitation measures. The researcher prepared a master list that consisted of the name of each frontline employee in the hotel. While doing this, the researcher paid great attention to the issue of confidentiality. Each employee in this master list was assigned an identification number. An identification number was also written on each questionnaire. Time I and Time II questionnaires were matched through these identification numbers.

Two hundred and fifty-two questionnaires were distributed to frontline employees at Time I. By the cut-off date for data collection, 220 questionnaires were retrieved, providing a response rate of 87.3%. The Time II questionnaires (220) were then distributed to the same frontline employees. By the cut-off date for data collection, 211 questionnaires were returned for a response rate of 95.9% of the sample at Time II and 83.7% of the sample at Time I.

4.3 Questionnaires and Measures

4.3.1 Questionnaires

In this empirical study the back-translation procedure was utilized. That is, all items were originally prepared in English and then translated into Turkish via the back-translation method (Parameswaran & Yaprak, 1987). Two pilot studies were employed in this study. The first one was associated with a pilot sample of ten frontline hotel employees regarding the understandability of items in the Time I questionnaire. The second one was also associated with a pilot sample of ten frontline hotel employees regarding the understandability of items in the Time II questionnaire. Employees reported no problems regarding the understandability of items in two of the questionnaires. Therefore, no changes were deemed necessary.

4.3.2 Measures

Core self-evaluations, work engagement, work-family facilitation, and family-work facilitation were the four variables used in this study. Items from empirical studies in the current literature were borrowed for measuring the abovementioned variables. Ten items from Judge et al. (2003) were used to measure core self-evaluations. This is consistent with other empirical investigations in the current literature (e.g., Karatepe, 2011b). Sample items are "I am confident I get the success I deserve in life" and "Sometimes I do not feel in control of my work" (Judge et al., 2003, p. 315).

Work engagement was assessed using nine items from the shortened version of the Utrecht Work Engagement Scale (Schaufeli et al., 2006). The same items were also used in other empirical studies (e.g., Karatepe, 2012). Sample items are "At my

work I feel bursting with energy", "I am enthusiastic about my job", and "I feel happy when I am working intensely" (Schaufeli et al., 2006, p. 714).

Work-family facilitation and family-work facilitation were measured using items from Grzywacz and Marks (2000). Each of these constructs consisted of four items. Again this is consistent with the relevant studies in the current literature (e.g., Karatepe & Bekteshi, 2008). Sample items are "The skills you use on your job are useful for things you have to do at home" and "Talking with someone at home helps you deal with problems at work" (Grzywacz and Marks, 2000, p. 114).

Responses to items in core self-evaluations were rated on a five-point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*). After reversing several scale responses, higher scores demonstrated higher core self-evaluations. Responses to items in work engagement were rated on a six-point frequency-based scale ranging from 6 (*always*) to 0 (*never*). Responses to items in work-family facilitation and family-work facilitation were rated on five-point scales ranging from 5 (*all the time*) to 1 (*never*). Higher scores demonstrated higher work engagement, work-family facilitation, and family-work facilitation.

Age and the number of children were measured using three-item scales. Education and organizational tenure were measured using five-item scales. Marital status was coded as a binary variable (0 = single or divorced and 1 = married). Gender was also coded as a binary variable (0 = male and 1 = female).

4.4 Data Analysis

Frequencies were used for presenting respondents' profile. That is, respondents' profile was reported in terms of age, gender, education, organizational tenure, marital status, and the number of children. Means and standard deviations of variables were reported. Pearson product-moment correlations were used to demonstrate the correlations among study variables as well as demographic variables. Internal consistency reliability was reported using the cut-off value of 0.70 (Nunnally, 1978).

Consistent with other studies (e.g., Karatepe, 2012, 2013), this study utilized a two-step approach (Anderson & Gerbing, 1988). In the first step, all measures were subjected to confirmatory factor analysis for addressing issues of convergent and discriminant validity. In the second step, the fully mediated model was compared with the partially mediated model using the χ^2 difference test (James et al., 2006). All relationships were evaluated using structural equation modeling. Consistent with other studies (e.g., Karatepe, 2013), Sobel test was also used to report the significance of the mediating results.

Kelloway (1998, p. 24-31) define various tests in the following ways:

"Chi-square: Since chi-square test is sensitive to large sample sizes (n $\geq$ 200), other fit statistics are to be taken into account. *CFI-Comparative Fit Index:* The comparative fit index is based the non-central chi-square distribution. *NNFI-Non-Normed Fit Index:* The NNFI results in numbers with a lower bound of 0 but an upper bound greater than 1. Higher values of the NNFI indicate a better fitting model, and it is common to apply the 0.90 rule as indicating a good fit to the data.

RMR-Root Mean Square Residual: This is the square root of the mean of the squared discrepancies between the implied and observed covariance matrices."

Consequently, to evaluate model fit statistics, the χ^2/df, comparative fit index, non-normed fit index, and root mean square residual tests were used.

Chapter 5

RESULTS

This chapter presents the findings of the empirical study conducted with frontline employees in the international five-star chain hotels in Istanbul, Turkey. This chapter includes the demographic breakdown of the sample, assessment of the psychometric properties of measures using confirmatory factor analysis and coefficient alpha, descriptive statistics of measures, correlations among study variables, and model test results via structural equation modeling.

5.1 Demographic Breakdown of the Sample

As presented in Table 1, 63% of the respondents were male. The majority of the respondents (55%) were between the ages of 18-27, 37% were between the ages of 28-37, and the rest were older than 37 years. One respondent had primary school education. Seventeen percent of the respondents had secondary and high school education. Forty-three percent of the respondents had two-year college degrees and 39% had four-year college degrees. The rest had graduate degrees. The overwhelming majority of the respondents (82%) had tenures of five years or below. The rest had tenures more than five years. Seventy-four percent of the respondents were single or divorced and the rest were married. Eighty percent of the respondents had no children. However, 19% of the respondents had children between one and two and the rest had children more than two.

Table 1. Respondents' Profile (n = 211)

	Frequency	%
Age		
18-27	115	54.5
28-37	77	36.5
38-47	19	9.0
Total	211	100.0
Gender		
Male	133	63.0
Female	78	37.0
Total	211	100.0
Education		
Primary School	1	0.5
Secondary and High School	35	16.6
Two-Year College Degree	91	43.1
Four-Year College Degree	83	39.3
Graduate Degree	1	0.5
Total	211	100.0
Organizational Tenure		
Less than 1 year	81	38.4
1-5	92	43.6
6-10	29	13.7
11-15	7	3.3
16-20	2	1.0
Total	211	100.0
Marital Status		
Single or divorced	156	73.9
Married	55	26.1
Total	211	100.0
The Number of Children		
None	169	80.1
1-2	39	18.5
3-4	3	1.4
Total	211	100.0

5.2 Measurement Results

According to the results of confirmatory factor analysis, several item were dropped. That is, five items from the core self-evaluations measure, two items from the work engagement measure, and one item each from the work-family facilitation and family-work facilitation measures were dropped due to low standardized loading (< 0.35) or non-significant t-values.

The final results provided the following acceptable model fit statistics: $\chi^2 = 290.43$, $df = 164$, $\chi^2/df = 1.77$; CFI = 0.91; NNFI = 0.89; RMR = 0.068. The standardized loadings ranged from 0.35 to 0.85 and all t-values were significant. These results suggested that there was evidence of convergent validity (e.g., Anderson and Gerbing, 1988; Karatepe and Olugbade, 2009).

In addition, discriminant validity was checked using the χ^2 difference test ($p < 0.05$). A two-factor model was evaluated against one-factor model. For example, a two-factor model that included work-family facilitation and work engagement was compared with one-factor model. The result for the two-factor model was significant. This evaluation or comparison was repeated for each pair of measures. The results showed that two-factor models were significant. Therefore, there was evidence of discriminant validity (e.g., Anderson and Gerbing, 1988).

Table 2 presents means, standard deviations, and coefficient alphas for each variable. As shown in Table 2, coefficient alphas for work engagement and work-family facilitation were greater than 0.70. However, coefficient alpha for family-work facilitation was slightly below 0.70, while coefficient alpha for core self-evaluations was 0.64. An examination of the current literature shows that there are empirical studies whose coefficient alphas for core self-evaluations and family-work facilitation are below the cut-off value of 0.70 (e.g., Karatepe, 2010; Karatepe, 2011b; Karatepe, Haktanir et al., 2010).

The results in Table 2 show that female employees have low levels of core self-evaluations. The results demonstrate that older and married employees and the ones with longer tenure as well as the ones with more children are more engaged in their

work. However, more educated employees report low levels of work engagement. According to the results in Table 2, female employees and the ones with better education have less perceptions of work-family facilitation. The results indicate that older and married employees and the ones with longer tenure as well as the ones with more children have favorable perceptions of work-family facilitation. Married employees and the ones with more children report higher family-work facilitation.

5.3 Test of Research Hypotheses

Table 3 presents the results of hypotheses through structural equation modeling. Before reporting these results, the results regarding the comparison of the partially and fully mediated models are provided. The fully mediated model (χ^2 = 297.79, df = 167) appears to have a better fit than the partially mediated model (χ^2 = 296.40, df = 165). That is, there is a non-significant difference in fit ($\Delta\chi^2$ = 1.39, Δdf = 2). Consequently, the results of fit statistics regarding the fully mediated model are acceptable (χ^2 = 297.79, df = 167; χ^2/df = 1.78; CFI = 0.90; NNFI = 0.89; RMR = 0.074).

The results demonstrate that core self-evaluations significantly and positively influence work engagement (γ_{11} = 0.38, t = 4.42). Therefore, hypothesis 1 is supported. Hypothesis 2(a) predicts that work engagement increases work-family facilitation. The results provide empirical support for this relationship. In technical terms, work engagement is significantly and positively related to work-family facilitation (β_{21} = 0.20, t = 2.48). In addition, hypothesis 2(b) proposes that work engagement increases family-work facilitation. The results show that work engagement significantly and positively influences family-work facilitation (β_{31} = 0.18, t = 2.13). Therefore, hypothesis 2(b) is supported.

Table 2. Means, Standard Deviations, and Internal Consistency Reliabilities

Variables	1	2	3	4	5	6	7	8	9	10
1. Age	-									
2. Gender	-0.143**	-								
3. Education	-0.198***	0.136**	-							
4. Organizational tenure	0.423***	-0.141**	-0.203***	-						
5. Marital status	0.578***	-0.052	-0.212***	0.387***	-					
6. The number of children	0.629***	-0.147**	-0.264***	0.326***	0.738***	-				
7. Core self-evaluations	0.047	-0.094*	0.050	0.050	0.019	0.083	-			
8. Work engagement	0.206***	-0.052	-0.123**	0.121**	0.104*	0.196***	0.332***	-		
9. Work-family facilitation	0.155**	-0.159**	-0.105*	0.201***	0.139**	0.154**	0.015	0.155**	-	
10. Family-work facilitation	0.087	0.010	-0.025	0.042	0.126**	0.152**	0.136**	0.170***	0.228***	-
Mean	1.55	0.37	3.23	1.85	0.26	0.21	3.66	4.81	3.22	3.97
Standard Deviation	0.66	0.48	0.74	0.85	0.44	0.44	0.62	0.94	1.01	0.81
Alpha	-	-	-	-	-	-	0.64	0.87	0.82	0.68

Notes: $^* p < .10$, $^{**} p < .05$, $^{***} p < .01$ One-tailed test.

Table 3. Model Test Results

Hypotheses	Standardized estimates	t-value
H1: Core self-evaluations → Work engagement (γ_{11})	0.38	4.42
H2(a): Work engagement → Work-family facilitation (β_{21})	0.20	2.48
H2(b): Work engagement → Family-work facilitation (β_{31})	0.18	2.13
H3(a): Core self-evaluations → Work engagement → Work-family facilitation	0.07	2.18[*]
H3(b): Core self-evaluations → Work engagement → Family-work facilitation	0.07	1.94[*]

R^2 for:

Work engagement = 0.15

Work-family facilitation = 0.04

Family-work facilitation = 0.03

Model fit statistics:
$\chi^2 = 297.79$, *df* = 167; χ^2 / *df* = 1.78; CFI = 0.90; NNFI = 0.89; RMR = 0.074

Notes: T-values: one-tailed test *t* > 1.3, *p* < 0.10; *t* > 1.65, *p* < 0.05; and *t* > 2.33, *p* < 0.01. All direct estimates are significant. CFI = Comparative Fit Index; NNFI = Non-Normed Fit Index; RMR = Root Mean Square Residual.
[*] All indirect estimates are also significant based on Sobel test.

According to hypothesis 3(a), work engagement fully mediates the effects of core self-evaluations on work-family facilitation. The indirect impact of core self-evaluations on work-family facilitation through work engagement is significant and positive based on Sobel test (0.07, $t = 2.18$). Hence, hypothesis 3(a) is supported. Hypothesis 3(b) proposes that work engagement has a full mediating role in the relationship between core self-evaluations and family-work facilitation. The results indicate that the indirect effect of core self-evaluations on family-work facilitation through work engagement is also significant and positive based on Sobel test (0.07, $t = 1.94$). Hence, hypothesis 3(b) is supported.

As can be seen in Table 3, the results explain 15% of the variance in work engagement, 4% in work-family facilitation, and 3% in family-work facilitation.

Chapter 6

DISCUSSION

What this empirical study adds to the existing knowledge base is discussed in this chapter. Then, this chapter presents an evaluation of findings. This is followed by management implications for the hospitality industry. This chapter concludes with limitations and future research implications.

6.1 Contribution of the Study

This empirical study makes contributions to the existing knowledge base in the following ways. First, although there are studies about the antecedents and consequences of work engagement, work engagement is still an under-researched topic in the hospitality management literature. This void is highlighted in recent studies (e.g., Karatepe, 2011a; Slåtten and Mehmetoglu, 2011). Second, this empirical study extends the work of Siu et al. (2010) by assessing work engagement as a mediator of the effects of core self-evaluations on work-family facilitation and family-work facilitation. Finally, management implications of this study would be useful for the hospitality industry.

6.2 Assessment of Findings

Drawing from the JD-R model (Bakker & Demerouti, 2007) and Greenhaus and Powell's (2006) model as theoretical frameworks, this study empirically tested a research model that examined work engagement as a mediator of the effects of core self-evaluations on work-family facilitation and family-work facilitation. These relationships were tested based on data which were collected

from full-time frontline hotel employees with a two-week time lag in Istanbul, Turkey. Since all hypotheses are supported, this study yields useful findings as discussed below.

First, core self-evaluations are significantly and positively associated with work engagement. As highlighted in the JD-R model, frontline employees who believe that they can use their skills and abilities to do the job better and are positive about the environment where they live and work are motivated to perform effectively. In other words, they are highly engaged in their work. In short, this finding provides empirical support for the relationship between core self-evaluations and work engagement (e.g., Karatepe, Keshavarz et al., 2010).

Second, work engagement is a significant variable influencing work-family facilitation and family-work facilitation. That is, highly engaged employees can transfer their knowledge and skills to the family/work domain. The results of the study also suggest that facilitation between work and family roles exists in two directions. Using Greenhaus and Powell's (2006) affective and instrumental paths, the results of the study show that engaged employees transfer their resources from work to family or family to work domain. These results are consistent with limited studies in the current literature (Siu et al., 2010).

Third, the results suggest that work engagement fully mediates the effects of core self-evaluations on work-family facilitation and family-work facilitation. That is, employees with positive core self-evaluations feel energetic and

dedicated and are often immersed in their work. These engaged employees in turn create a balance between work (family) and family (work) roles. The result regarding the full mediating role of work engagement in the relationship between core self-evaluations and work-family facilitation and family-work facilitation is an important addition to the hospitality management literature.

The results regarding the associations between demographic variables and study constructs appear to be useful. For example, female employees have lower levels of core self-evaluations than male employees. This can be attributed to the fact that male employees believe in their skills and abilities to do the job better than female employees. The results suggest that female employee appear to be unable to integrate their work and family roles successfully when compared with male employees. This is because of the fact that they may receive less support from their immediate supervisors to balance their work and family roles. This may also be true for female employees who are single. On the other hand, the results suggest that married employees and the ones with more children seem to integrate their work (family) and family (work) roles effectively. This may be because of the fact that such employees receive adequate support from their family members and/or deal with problems arising from their work responsibilities through their supportive managers or supervisors.

According to the results, older employees and the ones with longer tenure appear to have learnt how to balance their work and family roles. However, better educated employees are unable to establish such a balance. This may due

to the fact that most of these employees are young and have worked less their current organization.

Finally, the results suggest that older and long-tenure employees and the ones married are more engaged in their work. This is also true for the ones with more children. These results make sense, because older and long-tenure employees are used to having long hours and excessive job demands in the workplace. In addition, married employees and the ones with more children have to be highly engaged in their work, since frontline service jobs require a pool of dedicated employees who can perform effectively. On the other hand, better educated employees seem to be less engaged in their work. This finding appears to be related to the lack of high-performance work practices (e.g., empowerment, rewards) in the organization that would motivate these employees.

6.3 Implications for Managers

The findings of this study have useful practical implications for hotel managers. First, it is obvious that management of the hotels should try to retain the current employees with positive core self-evaluations and the ones who are highly engaged in their work. It seems that managers should invest in high-performance work practices to motivate such employees. For example, training these employees to teach how to practice empowerment and give rewards to them in return for their desired performance would pay off.

Second, hiring the right people is another practical way that managers should consider. That is, management of the hotels should make sure that they hire

frontline employees who possess the desired personality traits. However, hiring frontline employees with positive core-self evaluations is not always possible. In this case, management of the hotels can take advantage of mini case studies to determine how job candidates deal with challenging service encounters.

Finally, management of the hotels should make sure that there are a number of family-friendly programs their employees could take advantage of. For example, they should provide their employees with on-site child care services and subsidized life insurances. When employees find that their organization invests in their well-being, they will reciprocate. That is, they will do their best to perform adequately or successfully according to the expectations of the management.

6.4 Limitations and Suggestions for Future Research

This study contributes to the existing knowledge base and enhances the understanding about the mediating role of work engagement. However, there are several limitations that should be mentioned. First, this study used a time-lagged design (i.e., a time lag of two weeks). This is useful for providing some evidence for causal relationships, but it is not enough. Therefore, future studies should focus on a longer period of time (e.g., one year) using a longitudinal design for addressing the issue of causality.

Second, this study collected data from international five-star chain hotels in Istanbul, Turkey. Future studies should focus on other types of hotels (e.g., national five-star chain hotels, four-star hotels) for providing support for the results reported in this study. Third, including various high-performance work

practices in the model important for frontline service jobs would be useful for enhancing the understanding about the mediating role of work engagement. Finally, replication studies in other regions of Turkey as well as in other countries are needed.

Chapter 7

CONCLUSION

This thesis developed and tested a conceptual model that examined work engagement as a mediator of the effects of core self-evaluations on work-family facilitation and family-work facilitation. Data were obtained from full-time frontline employees in the international chain five-star hotels in Istanbul, Turkey. Data were collected with a time lag of two weeks for controlling the risk of common method bias.

The results of the thesis demonstrated that core self-evaluations significantly and positively influenced work engagement. Additionally, work engagement was a significant predictor of work-family facilitation and family-work facilitation based on the results reported in the study. Consequently, the results proposed that work engagement fully mediated the effects of core self-evaluations on work-family facilitation and family-work facilitation

This thesis provides several implications for management of the hotels based on the results of this study. Limitations and suggestions for future research are also highlighted in the thesis.

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APPENDIX

İSTANBUL'DA ULUSLARARASI BEŞ YILDIZLI ZİNCİR OTELLERDE BİR ALAN ARAŞTIRMASI

Sayın Cevaplayıcı,

Bu çalışmanın amacı, işinizdeki (oteldeki) günlük deneyimlerinizi ve bu deneyimlerin iş dışındaki günlük hayatınızı nasıl etkilediğini araştırmaktır. Bu amaç doğrultusunda, sizden bu anketi doldurmanızı rica etmekteyiz.

Araştırma sonunda elde edilen veriler tamamen gizli tutulacaktır. Zaten sizlere kimliğiniz ile ilgili soru sorulmayacaktır. Araştırmaya zaman ayırıp katıldığınız için çok teşekkür ederiz.

Bu araştırma ve/veya anketle ilgili herhangi bir sorunuz olursa, proje yürütücülerinden Sn. Eda Demir'e 0533 765 5432 no'lu telefondan veya dmr.eda@hotmail.com elektronik posta adresinden ulaşabilirsiniz.

Katkılarınız için tekrar teşekkür ederiz.

Proje Yürütücüleri

Prof Dr. Osman M. Karatepe
Doğu Akdeniz Üniversitesi
Eda Demir
Doğu Akdeniz Üniversitesi

I. BÖLÜM

Lütfen aşağıdaki soruları size en uygun olan seçeneğe göre işaretleyerek cevaplayınız.

(1) Hiç katılmıyorum
(2) Katılmıyorum
(3) Kararsızım
(4) Katılıyorum
(5) Kesinlikle katılıyorum

1. Hayatta hak ettiğim başarıya ulaştığımdan eminim.	1	2	3	4	5
2. Bazen kendimi depresyonda hissediyorum.	1	2	3	4	5
3. Çaba gösterdiğimde, genellikle başarılı olurum.	1	2	3	4	5
4. Bazen başarısız olduğumda, kendimi yetersiz hissederim.	1	2	3	4	5
5. Görevleri başarıyla yerine getiririm.	1	2	3	4	5
6. Bazen işimin kendi kontrolümde olmadığını hissederim.	1	2	3	4	5
7. Genelde kendi kendime yeterim.	1	2	3	4	5
8. Yeterliliğim hakkında şüphelerim var.	1	2	3	4	5
9. Hayatımda olacakları kendim belirlerim.	1	2	3	4	5
10. Kariyerimdeki başarımın kontrolümde olmadığını hissederim.	1	2	3	4	5
11. Sorunlarımın çoğunluğuyla baş edebilirim.	1	2	3	4	5
12. Olayların bana epey can sıkıcı ve ümitsiz göründüğü zamanlar vardır.	1	2	3	4	5

II. BÖLÜM

Aşağıdaki ifadeler işinizde nasıl hissettiğinizle ilgili ifadelerdir. Lütfen her bir ifadeyi dikkatli bir şekilde okuyup, işinizle ilgili şimdiye kadar hiç böyle hissedip hissetmediğinize karar veriniz. Eğer hiçbir zaman böyle hissetmediyseniz, '0'ı işaretleyiniz. Eğer böyle hissettiyseniz, ne sıklıkta böyle hissettiğinizi en iyi şekilde tanımlayan sayıyı (1 ile 6) işaretleyiniz.

(0) Hiçbir zaman
(1) Neredeyse hiç (yılda birkaç ya da daha az)
(2) Seyrek olarak (ayda bir ya da daha az)
(3) Bazen (ayda birkaç)
(4) Sık sık (Haftada bir)
(5) Çok sık (haftada birkaç)
(6) Daima (Her gün)

13. İşimde kendimi enerji dolu hissederim	0	1	2	3	4	5	6
14. İşteyken kendimi güçlü ve dinç hissederim.	0	1	2	3	4	5	6
15. İşimle ilgili konularda çok heveslıyımdır.	0	1	2	3	4	5	6
16. İşim bana ilham verir.	0	1	2	3	4	5	6
17. Sabah kalktığımda, canım işe gitmek ister.	0	1	2	3	4	5	6
18. Yoğun çalıştığımda kendimi mutlu hissederim.	0	1	2	3	4	5	6
19. Yaptığım işten gurur duyarım.	0	1	2	3	4	5	6
20. Çalışırken kendimi işime kaptırırım.	0	1	2	3	4	5	6
21. Çalışırken kendimden geçerim.	0	1	2	3	4	5	6

III. Bölüm

Yaşınız		**Cinsiyetiniz**	
18-27	( )	Erkek	( )
28-37	( )	Kadın	( )
38-47	( )		
48-57	( )		
58-67	( )		

En Son Bitirdiğiniz Eğitim Kurumu　　　　　　**Medeni Durumunuz**

İlk Öğretim　　　　　　　　　( )　　　Bekar veya Boşanmış ( )

Orta Öğretim　　　　　　　　( )　　　Evli　　　　　　( )
Meslek Yüksek Okulu　　　　( )
Yüksek Okul / Fakülte　　　　( )
Yüksek Lisans / Doktora　　　( )

Kaç Yıldır Bu Otelde Çalışıyorsunuz?
1 yıldan az　　( )
1-5　　　　　( )
6-10　　　　 ( )
11-15　　　　( )
16-20　　　　( )
21 ve üzeri　 ( )

Çocuk Sayısı
0 (Çocuğum yok)　　( )
1-2　　　　　　　 ( )
3-4　　　　　　　 ( )
5-6　　　　　　　 ( )
7 ve üzeri　　　　 ( )

**ÇALIŞMAYA YAPTIĞINIZ DEĞERLİ KATKILARDAN DOLAYI
TEŞEKKÜR EDERİZ.**

İSTANBUL'DA ULUSLARARASI BEŞ YILDIZLI ZİNCİR OTELLERDE BİR ALAN ARAŞTIRMASI

Sayın Cevaplayıcı,

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Araştırma sonunda elde edilen veriler tamamen gizli tutulacaktır. Zaten sizlere kimliğiniz ile ilgili soru sorulmayacaktır. Araştırmaya zaman ayırıp katıldığınız için çok teşekkür ederiz.

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Katkılarınız için tekrar teşekkür ederiz.

Proje Yürütücüleri

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Doğu Akdeniz Üniversitesi

Lütfen aşağıdaki soruları size en uygun olan seçeneğe göre işaretleyerek cevaplayınız.

(1) Asla
(2) Seyrek olarak
(3) Bazen
(4) Çoğu zaman
(5) Her zaman

1. İşte yaptıklarınız evdeki kişisel ve pratik konularla ilgilenmenize yardımcı olur.	1	2	3	4	5
2. İşte yaptıklarınız sizi evde daha ilginç bir kişi yapar.	1	2	3	4	5
3. İşte geçirdiğiniz iyi bir gün, eve dönüşünüzde sizi daha iyi bir eş durumuna getirir.	1	2	3	4	5
4. İşte kullandığınız beceriler evde yapmak zorunda olduğunuz işler için faydalıdır.	1	2	3	4	5
5. Evdeki birisiyle konuşmak, işte karşılaştığınız sorunlarınızla ilgilenmenize yardımcı olur.	1	2	3	4	5
6. Evin geçimine yönelik ihtiyaçlar sizi işte daha sıkı çalışmaya zorlar.	1	2	3	4	5
7. Evde gördüğünüz sevgi ve saygı, işinizde kendinize güven duymanızı sağlar.	1	2	3	4	5
8. Ev yaşamınız rahatlamanıza ve ertesi günki işinize kendinizi hazır hissetmenize yardımcı olur.	1	2	3	4	5

**ÇALIŞMAYA YAPTIĞINIZ DEĞERLİ KATKILARDAN DOLAYI
TEŞEKKÜR EDERİZ.**