

# **Seasonal Employee Retention in the Hospitality Industry: A Case of Antalya**

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## **ABSTRACT**

A careful investigation of the hospitality literature shows that the majority of management studies have generally focused on full-time hotel employees, but any research has not specifically focused on management of seasonal employees. Hence, there is a necessity for a new research model to retain seasonal employees in the industry by increasing of the supervisors' management understandings, qualities, and policies in managing their organizations effectively and efficiently.

This multilevel study investigates the effects of perceived supervisor support on seasonal hotel employees' turnover intention by focusing on the mediator influence of work engagement and the moderator influence of authentic leadership. Data were collected from a sample of seasonal workers working at 5-star hotel facilities in Antalya. Having utilized time-lagged data from 305 seasonal employees who came from 57 work groups in twenty-five 5-star hotel organizations in Turkey, Hierarchical Regression Analysis, Hayes' Mediation Analysis, and Hierarchical Linear Modelling were conducted to investigate the hypothesized relationships.

In line with the social exchange theory, the results demonstrate that supervisor support is a key to boosting seasonal employees' work engagement. Supervisor support perceived by seasonal employees and authentic leadership also reduced intention to leave the organization. In addition, based on the social identity theory, hierarchical linear modelling displayed that authentic leadership moderates the negative influences of perceived supervisor support on employee turnover intention.

Due to high turnover rate, having engaged seasonal employees who prefer the same hotel organization for the next season is a key for keeping high service quality

standards and organizational success eventually. This research presents how seasonal employees can be reengaged and retained through supervisor support as well as the moderating role of authentic leadership. This study makes a considerable contribution to the academic world as to a growing challenge that has crucial influences on both organizations and society at large.

**Keywords:** Hospitality management, supervisor support, work engagement, authentic leadership, seasonal employee retention, multi-level analysis, Turkey.

## ÖZ

Günümüze kadar yapılan çalışmaların büyük çoğunluğu turizm ve otelcilik sektöründe kadrolu çalışanların yönetimi üzerine yoğunlaşmışlardır. Ancak sezonluk otel çalışanlarının nasıl yönetileceği, bu çalışanların sektörde nasıl tutulabileceği konusu maalesef mevcut alan yazında göz ardı edilmiştir. Bu nedenle, otel yöneticilerinin yönetim anlayışları, yeterlilikleri ve politikalarını geliştirerek sezonluk çalışanların işletmede tutulmasını ve devamlılığının nasıl sağlanabileceğini öneren yeni bir araştırma modeline ihtiyaç duyulmaktadır.

Çalışmanın temel amacı, algılanan yönetici desteğinin sezonluk çalışanların işten ayrılma niyeti üzerine etkisini çalışanların işe bağlılığının aracı rolü ile otantik liderliğin düzenleyici (moderatör) rolü üzerine yoğunlaşarak araştırmaktır.

Araştırma kapsamında veriler Antalya'da faaliyet gösteren 5 yıldızlı otellerde görevli 57 çalışma grubunu oluşturan 305 sezonluk çalışandan toplanmıştır. Çalışmanın modeli Hiyerarşik Regresyon Analizi, Hayes'in Aracı (Mediation) Analizi ve Hiyerarşik Lineer Model kullanılarak analiz edilmiştir.

Sosyal değişim teorisi bağlamında, çalışma sonuçları göstermektedir ki, algılanan yönetici desteği sezonluk çalışanların işe bağlılığını arttıran temel faktördür. Ayrıca, algılanan yönetici desteği ve otantik liderlik sezonluk çalışanların işten ayrılma niyetini azaltmaktadır. Diğer taraftan, sosyal kimlik teorisi temelinde, hiyerarşik lineer modelleme analizi göstermektedir ki otantik liderlik, algılanan yönetici desteğinin çalışanların işten ayrılma niyeti üzerine etkisinde düzenleyici role sahiptir.

Otelcilik endüstrisinde çalışanların işten ayrılma oranının oldukça yüksek olmasından dolayı, yüksek turizm sezonunda aynı otele çalışmaya gelen işine bağlı

sezonluk alıřanlara sahip olmak otelin servis kalitesinin ve nihayetinde kurumsal bařarısının artması iin temel bir faktördür. Bu alıřma, algılanan yönetici desteęi ve otantik liderlięin düzenleyici etkisi sayesinde sezonluk alıřanların iřletmede tutulabileceęini göstermektedir. alıřma bulguları akademik dünyaya her geen yıl büyüyen ve otel iřletmeleri üzerine önemli etkilere sahip olan sezonluk istihdam konusunda önemli katkıları sunmaktadır.

**Anahtar Kelimeler:** Otelcilik Yönetimi, yönetici desteęi, iře baęlılık, otantik liderlik, sezonluk alıřan devamlılıęı, ok katmanlı veri analizi, Türkiye.

# DEDICATON

To my Family

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## **LIST OF ABBREVIATIONS**

AKTOB:	The Mediterranean Touristic Hoteliers Association
AL:	Authentic Leadership
AVE:	Average Variance Extracted
CCR:	Composite Construct Reliability
CFA:	Confirmatory Factor Analysis
HLM:	Hierarchical Linear Modelling
POS:	Perceived Organizational Support
PSS:	Perceived Supervisor Support
SET:	Social Exchange Theory
SIT:	Social Identity Theory
SPSS:	Statistical Package for the Social Sciences
TI:	Turnover Intention
UNWTO:	United Nations World Tourism Organization
US:	United States
WE:	Work Engagement

# Chapter 1

## INTRODUCTION

Seasonality is acknowledged as a significant challenge for hospitality sector and has been held responsible for generating many difficulties faced by the industry (Butler, 2001). The most important concern with respect to the seasonality challenge is the hardship of hiring and retaining full-time employee (Andriotis, 2005). The seasonality impact of tourism is one of the challenging issues of the EU's tourism industry. In accordance with data of Eurostat that is the statistical office of the European Union, approximately forty per cent of European citizens go on holiday between June and October (EUROSTAT, 2015). Thus, hospitality facilities basically choose to hire seasonal workers during the high tourism season.

The past researches demonstrated that because seasonality stigmatizes hospitality industry as an unstable resource of employment, the hospitality sector is considered by the workers to be insecure and unpromising for future career advancement (Clinebell & Clinebell, 2007; Ainsworth & Purss, 2009). This unfavorable reputation may result in an increment in employee turnover ratio, which is a vital issue for supervisor in the hospitality industry (Guchait, Cho, & Meurs, 2015). In accordance with Tracey and Hinkin (2008), the average turnover cost of front-desk employee was \$ 5.864, and turnover decreases income and enhances expenditures in the hospitality industry. In a similar vein, Kuruüzüm, Ipekçi, and Irmak (2009) found that the high turnover ratio was regarded as a feature and culture of the Turkish hospitality sector with the rate of between 30% and 59%; therefore,

the high turnover ratio eventually leads to lower service quality and lower profitability. Moreover, the rate of turnover is higher in the hospitality sector than in other sectors (Iverson & Deery, 1997; DiPietro & Condly, 2007).

Supervisor support has turned out to be substantively effective upon lowering the turnover intention, even though some results have not been in congruence (Firth et al., 2004). Kalliath and Beck (2001), as an example, in their study identified that supervisory support diminished both nurses' burnout symptoms and their turnover intention. Gentry et al. (2007) examined influences of PSS and unemployment rate on worker retention and concluded that supervisor support causes retention of service employees. Nichols, Swanberg, and Bright (2016) also posed that turnover intention among front-line hospital employees was a result of supervisor support. Nevertheless, no other studies have revealed a strong association between PSS and employee TI. As an example for this, Johnston et al. (1988) pointed out that job satisfaction of an employee, but manager support, was an important motive of intention to quit. Freddolino and Heaney (1992) posed that TI was associated with the existence of social sabotage of co-workers rather than supervisors. Additionally, Tuzun and Kalemci (2012) concluded in a study about Turkish insurance sector that employees perceiving high levels of PSS and low levels of POS inclined to adopt turnover intention. Seeing the confronting findings about the link between PSS and TI, this study investigated the influence of PSS on seasonal employees' turnover intention. Moreover, to our knowledge, the effect of seasonal employees' PSS on their intention to quit in the hospitality industry has not been specifically investigated.

Organizations with a desire to be sustainable and successful in the long-run are to take into consideration how to optimize qualified and engaged employees (Lu

et al., 2014; Dhar, 2015). Plenty of scholarly studies have concentrated on work engagement because of being a stunning side of work behaviour, in which employees are motivated and eager to do their best for their job in concentration (Kahn, 1990). Nonetheless, there exist a number of difficulties resulting from the differing feature of the work for the firms which are in quest of developing their work environment into a motivated and engaged employment atmosphere (Swanberg et al., 2011). While Boyce et al. (2007) were of the opinion that seasonal employees have more tendency for quitting and disengaged behaviours, in some other studies supervisor support has been seen as a cure for the disengaged hotel employees with less motivation and for turning into highly embedded employees (Swanberg et al., 2011; Karatepe & Ngeche, 2012).

A leadership strategy adopting supportive attitudes towards employees contributes to the organizational wellbeing. An efficient leader should follow a supportive supervision strategy concentrating on the psychological development of the employees (Robertson, Birch, & Cooper, 2012). Robertson et al. (2012) concluded that managers caring supportive supervision are finally able to develop organizational financial performance with higher employee energy, productivity, engagement and lower voluntary employee turnover. Škerlavaj, Černe, and Dysvik (2014) supported Robertson et al. in the aspect that supportive leadership generates organizational development. Thahier, Ridjal, and Risani (2014) posed that leadership strategies improve job satisfaction, motivation, and organizational performance levels of the employees.

Buble, Juras, and Matić (2014) claimed that supportive supervision is an overt leadership style improving organizational success through enhancing employee motivation, on the other hand, Thahier et al. (2014) concluded that leadership styles

are perceived supervisor activities. These findings indicate that there exist some contradictory findings regarding whether supervisor support and leadership have distinct nature.

To fill the afore-mentioned research gaps, the aim of this work is twofold. First, this research tests the direct impacts of supervisor support perceived by seasonal employees and authentic leadership on employee turnover intention. This research also investigates the mediator influence of WE on the effect of perceived supervisor support on seasonal employees' intention to leave. Second, several scholars indicated that an efficient leadership style including supportive supervisory behaviours enhance employee well-being (e.g., Robertson et al., 2012). Therefore, this research first proposed the authentic leadership style whose leaders may have a vital effect in keeping and retaining seasonal workers through moderating the effect of supervisor support perceived by seasonal employees on their turnover intention as the most important research question to be empirically proved. Extant literature shows that since leaders often engage in attitudes that are not directed at individuals but toward a work unit; subordinates working in the same unit are more likely to be affected by group-level leadership (Bono & Judge, 2003; Kark, Shamir, & Chen, 2003). Consistent with the literature, this study treats authentic leadership as group-level construct since it is interested in attitudes that leaders exhibit to a group as a whole. Perceived supervisor support, work engagement, and turnover intention are treated as individual-level variables.

## **1.1 The Case Study Area**

Tourism in Turkey captivates millions of people in the world thanks to its numerous historical sites, and seaside resorts along its Aegean and Mediterranean Sea coasts (Aslan, 2015). In recent years, Turkey has also become a popular

destination for culture, spa, and health care tourism. In 2011, Turkey attracted more than 31.5 million foreign tourists, ranking as the 6th most popular tourist destination in the world. As the previous year, Turkey ranged in the first 10 international tourism destinations of the world in 2012, as the 6th in terms of the number of tourists by attracting 35.7 million tourists and 10th in terms of tourism income (World Travel & Tourism Council, 2015). In addition, tourism is the fourth coming sector among the private sectors in Turkey with the average percentage of 5.7 after production, transformation and the housing. Especially in 2009 and 2010, it revealed higher development while it decreased steadily from 2010 to 2012 (TUIK, 2017). In sum, tourism has a major role in Turkish economy and has been an important matter of fact for the governments in order to cope with the challenges of unemployment, current trade deficit and inflation. According to the objectives for the year 2023 Turkey aims to be one of the first five countries in terms of touristic attractions and tourism revenue (Kervankiran, 2015).

Antalya, with its location on the Mediterranean coast, is Turkey's stunning tourism destination in terms of both foreign and domestic tourists. The city hosts 35 per cent of the tourists traveling to Turkey, backing Antalya's economy (Erkuş-Öztürk, 2011). Additionally, 60 per cent of all tourism investments in Turkey are addressed to Antalya placing the city in the second order for foreign tourism investor companies only after Istanbul (Under secretariat of the Prime Ministry for Treasury and Foreign Trade, 2009). Antalya owns the highest level of foreign tourism investment in Turkey, with its 567 foreign-owned hotels, tourism transport and service companies (Ministry of Culture and Tourism, 2015). The pioneer countries in terms of foreign investment are Germany and Russia, also sending the highest number of tourists to the region (Erkuş-Öztürk, 2008).

The strategies of the government with their industrially and spatially competitive effect have strengthened the tourism development of Antalya. The South Antalya thanks to large-scale tourism development projects have developed since the 1980s, which can be named as Belek, Kemer and Side; and the Oymapınar Tourism Development Area in Manavgat and the Lara-Kundu Tourism Development and Protection Area in the centre of Antalya are some of the new tourism development centres defined by the government. With the support of government national and local private tourism firms cooperate with the Ministry of Culture and Tourism (Erkuş-Öztürk, 2011).

There are national and local tourism associations in Antalya, including hotel groups, tourism companies and environmental groups, while some of them get support from the government, some are private founded by tourism investors, and established through some networks of grassroots activities (Erkuş-Öztürk, 2011).

Antalya, also known as the Turkish Riviera, boasts with its archaeological and natural beauties. The combination of sun, sea, nature and history turn it into a unique resort, with its cleanest beaches in the Mediterranean. Antalya's other richnesses can be reported as the 630 km coastline, ancient cities, harbours, memorial tombs and beaches, secluded coves and lush forests, with easy access from the city. Antalya is undoubtedly one of the major tourist centres in Turkey with its palm-lined boulevard, international marina, and its old castle with unique architecture, all of a modern city. Additionally, apart from the high quality hotels, restaurants, bars, nightclubs and shops, numerous sport events throughout the year take place in Antalya, such as international golf tournaments, canoeing and tennis competitions. The Cultural Centre opened its doors to the public in 1995 charming tourists with cultural and art events of music, theatre, and creative arts. The Roman walls, known

as Kaleici, are some of the places of interest in the city with a central old quarter, and many stunning museums (Yuzbasioglu, Otamis, & Demir, 2011).

According to the Republic of Turkey Ministry of Culture and Tourism (2015), 45 per cent of the five-star hotels were located in Antalya and also, in accordance with the statistics of Culture and Tourism Directorate of Antalya (2015), 75 per cent of the visitors came to Antalya between May and September in 2014. These figures show that Antalya is a destination that seasonality has an intense impact on the tourism industry. The seasonality character of Antalya's hotel industry makes it an ideal candidate for a research to focus on seasonal employment. Therefore, this study concentrates on the way to retain and reengage seasonal employees for the next season utilizing data collected from seasonal employees working at 5 star hotel facilities in Antalya, Turkey.

## **1.2 Seasonal Employment**

In accordance with commonly accepted description, seasonal job is “non-permanent job that will end at a specified time or in the near future, once the seasonal peak has passed” (Marshall, 1999). These employees having a variety of backgrounds, expectations, attitudes, and perceptions look for jobs in the hospitality organizations with different levels of knowledge, abilities and skills.

In accordance with the UNWTO, the rate of seasonal employment in tourism is very high which is changing between 25 per cent and 40 per cent in different continents: 40 per cent in North American countries, 35 per cent in EU countries, and 25 percent in Asia - Pacific countries (Boz, 2006). In Europe, the ratio of tourism employment in Austria increases 26 per cent in a high season. Similarly, this rate is up by 47 per cent in Spain, up by 50 per cent in Italy, and the number of employees doubles in Denmark between May and October. More specifically, in Turkey,

according to The Mediterranean Touristic Hoteliers Association (AKTOB) (2014), while more or less 450 thousand employees generally worked in accommodation sector between May and September, approximately 240 thousand these employees remained during low season in 2014 and only nearly half of the employees work as insured staff in the tourism industry. Taking the asymmetry and the inconsistencies into consideration, seasonality can be regarded as one of the main challenges of Turkish hospitality sector like other counterparts in the international market (Koç & Altınay, 2002).

As far as numerous studies are concerned, since seasonal and permanent employees work at the same places and under equal conditions, they are expected to have the same rights and benefits; however, discriminations between seasonal and permanent ones in the aspect of needs and expectations of the managerial capabilities, career development, training, level of income etc., which have not been precisely met, are reported. Therefore, seasonal employees are likely to quit their jobs (Clinebell & Clinebell, 2007; Ainsworth & Purss, 2009; Janta et al., 2011). This process has become a deadlock by hiring new seasonal employees at the beginning of each peak season and laying them off at the end of peak season.

Several researches showed that since seasonality stigmatizes tourism and hospitality industry as an unstable kind of employment, the industry is acknowledged by the employees as unsafe and unpromising in terms of future recruitment. The hotel managers and supervisors need to take all those aspects into consideration and follow different strategies in employment, motivation, appraisal, promotion, training procedures and so forth. Even though Lee and Moreo (2007) claimed that management is the most significant area making seasonal employees feel content with their work environment by motivating them, there exists a huge management

deficit in the tourism industry and competition for this extraordinary skill also rises globally (Ross, 2013; Baum, 2015). It can be noted that the support given by hotel managers or supervisors towards employees is an accumulation of their service experiences from the industry. The hotel management starting from the first moment of truth with the guest to the last one (check out and leave stages) should take account of all the processes including the employees and guests. The role of the supervisors, therefore, is rather challenging because it requires distinctive management skills and abilities to behave all the employees evenly (Lundberg, Gudmundson, & Andersson, 2009).

The recent literature shows that tourism organizations face a number of challenges regarding the management of seasonal employees and different needs and expectations among permanent and seasonal employees. To illustrate, Lee-Ross (1998) claimed that numerous seasonal hotel jobs do not include normal job-based motivators, and most seasonal hotel employees are not motivated by job-based factors. In addition, seasonal employees, who are paid by the job or hour, receive less or no perks, are often not unionized and lack the labor benefits such as overtime, equal payment, and the fairness afforded mostly to the permanent employees (Thompson, 1995; Barker & Christensen, 1998). Lee and Moreo (2007) argued that disregarding the characteristics of the diversified seasonal employees is one cause of seasonal employee retention problems. Lundberg et al. (2009) pointed out that hotel managements must consider the aspects of the seasonal workforce, including its comprisal of different work groups with various needs and characteristics that might differ from those of permanent employees. Ainsworth and Purss (2009) also stated that seasonal employees have been described as being less motivated, less committed, and lower performing than permanent employees.

Given these differences between seasonal and permanent employees, studies must approach these two groups separately. However, many studies take all employees into account as the same workforce, regardless of their status of being seasonal or permanent, which is a common research mistake (Clinebell & Clinebell, 2007). In line with this assertion, Lee and Johnson (1991) suggested that the current management studies must consider the differences between seasonal and permanent employees, and thus, management practices should be reviewed regarding these differentiating employee types.

## Chapter 2

### LITERATURE REVIEW

This part includes an extend review of the study variables, antecedents, and consequences. A careful examination has been utilized in order to see what research has been conducted to examine PSS, work engagement, authentic leadership, and turnover intention.

#### 2.1 Perceived Supervisor Support

PSS refers to the opinions that workers have about whether their “supervisors/managers value their contributions and care about their wellbeing” (Eisenberger et al., 2002, p. 565). Supervisors and their behaviours are related with job satisfaction (Karatepe et al., 2003), job stress (Sparks, Faragher, & Cooper, 2001), wellbeing (Gilbreath & Benson, 2004), engagement (Bakker et al., 2008), burnout (Huhtala & Parzefall, 2007), and turnover (Kim & Jogaratnam, 2010).

Employees may perceive such behaviours of the supervisors as encouraging the employees to ask questions and to improve themselves, listening to the employee-management disputes supervisor support (Agrusa et al., 2006). Gilbreath and Benson (2004) concluded that supervisor actions are notably related to workers’ wellbeing, including their physical and mental health. The researchers expressed that “if employees rated their supervisor’s behavior above average, the probability was 63% that their psychological wellbeing score would also be above average” (Gilbreath & Benson, 2004, p. 262). Jung and Yoon (2015) recommended that hotel managers help employees control their psychological status so as to have better

performances. Karatepe and Karatepe (2010) indicated in their study that hotel supervisors are able to lower employee emotional exhaustion through more support. Humborstad, Humborstad, and Whitfield (2008) posed that supervisor support eased burnout effect on employees' low service quality.

Supervisors equipped with the idea of designing a positive work environment can raise team performance at work (Han, Kim, & Jeong, 2016). On the other hand, supervisors can shape a negative work atmosphere for their employees' wellbeing. "Poor supervisor support has been linked with increased stress levels" (Sparks et al., 2001, p. 501). Research has posed that stress-bound manifestations emerge by the virtue of an unhealthy relationship between a supervisor and employee. These behaviours can be conscious or unconscious towards the employees, but managers are to be aware of the effect of their support on their workers.

Supportive supervisors give rise to developments in organizational performance. Gupta, Kumar, and Singh (2014) investigated supervisor support traits and indicated that in a supportive work climate, organizational performance enriches thanks to high levels of employee job satisfaction and qualified service. Basuil, Manegold, and Casper (2016) proposed that when supervisors pose supportive strategies triggering a really perceived atmosphere that organization's performance develops with employees' emotional commitment to the organization. Whereas Basuil et al. (2016) claimed that supportive supervisors developed a common reality enhancing commitment, Bhatnagar (2014) added Gupta et al. (2014) finding that high levels of perceived supervisor support form healthy conversations with employees decreasing employee turnover and increasing organizational performance.

According to Bhatnagar and the stakeholder theory, the ground lying under the organizational performance development is the supervisor support in both

intrinsic and extrinsic supervisory actions. On the other hand, Basuil et al. (2016) implemented social identity theory to indicate the supervisor support strengthening interpersonal relationships as an extrinsic job factor. The contradictory conclusions of Basuil et al. (2016) and Bhatnagar (2014) show that supervisor support raises the level of organizational commitment through both extrinsic and intrinsic psychological contracts.

Employee satisfaction with supervisor support reinforces constructing relations which assist human resource management and unit-level performance (Hartog et al., 2013), generates emotional connections between employees and the organization, and diminishes intentional absenteeism (Dasgupta, Suar, & Singh, 2013). When supervisors are emphatic, employees' level of perceived supervisor support curtails employee absenteeism and raises employee job satisfaction, commitment, performance, and productivity (Dasgupta et al., 2013). Nevertheless, negative employee perceptions of supervisor support decrease the level of organizational performance. A noteworthy association emerges among the abusive supervision and low commitment, negative work behaviors, and reduced organizational performance (Shoss et al., 2013).

Shoss et al. (2013) and Nichols et al. (2016) are of the same opinion that PSS assign the success of organizational commitment. Nichols et al. (2016) indicated that positive supervisor communication constructed parallel relationships and contributed to organizational commitment, while Shoss et al. (2013) indicated that destructive supervisor communication damaged the employee perception of the organization, negatively affected employee-organization relationship, and diminished organizational commitment. Leary et al. (2013) agreed with Shoss et al. (2013), in terms of destructive supervisor traits and actions, and finding that negative

supervisor actions and characteristics endanger the wellbeing of the organization as a result of reduced employee job satisfaction and engagement. Their corresponding findings revealed that reduced organizational performance is an outcome of negative employee perceptions of supervisor support recommending that to be more successful, organizations regard and evaluate employee perceptions of supervisors.

A leadership strategy when combined with high levels of PSS focusing on the psychological wellbeing of employees (Robertson et al., 2012) enhances organizational success. Robertson et al. (2012) indicated that supportive supervisors supplying motivation prevent organization from lower high employee turnover, and rather form higher employee energy, productivity, and engagement.

## **2.2 Work Engagement**

WE refers to “a positive fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption” (Schaufeli et al., 2002, p. 74). Employees with high engagement are more inclined to spend physical effort for their work, as they go through high meaningfulness in their work, and they are also more eager to attach to their job more cognitively and emotionally (Kahn, 1990).

Schaufeli et al. (2002, p. 74) identified vigour as having “high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties”. This positive attitude affects employees in terms of overcoming the challenges in the work and spends surplus effort to get work executed perfectly. They defined dedication as having a “sense of significance, enthusiasm, inspiration, pride, and challenge” in one’s work duties (p. 74). Employees equipped with high levels of dedication are both highly involved in their job and adopt positive attitude towards their job. Hence, dedication holds a sense of commitment and favourable treatments towards one’s job.

Consequently, Schaufeli et al. (2002, p. 74) referred 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”. Absorption in the work facilitates fully concentrating on one’s own traits for the job through excluding the irrelevant elements from the work and focussing on the necessary units to be executed.

Work engagement has been popularly researched as an organizational behavior due to the fact that it has been concluded to be related to some other outcomes. For instance, Harter, Schmidt, and Hayes (2002) carried out a meta-analysis in 36 companies about work engagement through investigating 7,939 business units and concluded that work engagement was significantly and positively associated with some key outcomes, such as guest loyalty, worker productivity, employee retention, and employee safety. Empirical examination of work engagement has proclaimed that engaged workers are more likely to adopt more favourable job behaviours (e.g., Harter et al., 2002), lower turnover (e.g., Bakker, Demerouti, & Schaufeli, 2005), and higher levels of employee performance (e.g., Harter et al., 2002). Thereby, examination of other motives projecting work engagement is crucial for realizing how to alter the workforces into more effective ones.

The processors of job engagement can be defined as POS, PSS, justice, personal variables, leadership styles, employee motivation, positive workplace culture, self-esteem, self-efficacy and coping style (Saks, 2006; Wollard & Schuck, 2011).

Some other positive outcomes, like job performance, extra-role performance, creativity, and proactivity have been found to relate with employee engagement

(Salanova, Agut, & Peiro, 2005; Rothbard & Patil, 2011), employee satisfaction with career opportunities (Koyuncu, Burker, & Fiksenbaum, 2006), emotional exhaustion, and health-related troubles for workers (Hallberg & Schaufeli, 2006). Moreover, the association between WE and organizational outputs has been empirically proven to be related to guest satisfaction (Salanova et al., 2005; Rothbard & Patil, 2011).

There exist some scholarly studies investigating work engagement in tourism industry. Salanova et al. (2005) examined the relationships among employee engagement, organizational resources, such as autonomy and training, and hospitality service environment. The findings posed that organizational sources and WE were addressed to service climate and this climate was found to have a mediating role on the effects of organizational resources on WE.

Karatepe and Olugbade (2009) studied the links among job and personal resources and employee WE in hotel organizations. According to the findings of this research, competitiveness of features projected three traits of employee engagement rather than self-efficacy. Slatten and Mehmetoglu (2011) investigated the motivators affecting front-line hotel employees' work engagement and found that employee engagement significantly affected job autonomy, strategic attention, and role benefit, at the same time, innovative behavior was associated with employee engagement. Moreover, Karatepe et al. (2013) investigated the mediator role of WE on polychronicity and employees' performance outcomes in the hospitality work setting. According to Hall (1959), polychronic is defined as the capacity to achieve to multiple actions simultaneously. It was concluded that WE had a mediator role on the influence of polychronicity on performance outcomes.

Park and Gursoy (2012) studied on U.S. hotel employees' generational work engagement levels and concluded that their levels substantially varied regarding the generational membership of the workers.

The influences of WE on employee TI were also moderated by the Generational differences. For example, Barnes and Collier (2013) investigated the associations among work climate, employee satisfaction, WE, adaptability, and commitment of hotel workers across high and low guest contact service context. Results of this work posed that work climate, satisfaction, and commitment were related to work engagement. Also, work engagement of the workers affected career commitment and adaptability.

A great deal examination of management literature showed that there are no recent studies related to seasonal employee's work engagement, thus, there is still a need to examine seasonal employee's work engagement through its connections to PSS and other employee-level outcomes, such as employee turnover intention. Furthermore, researches have demonstrated that engagement is a mediating mechanism among organizational conditions, work attitudes, and employee-level outcomes (Salanova & Scahufeli, 2008; Wong, Laschinger, & Cummings, 2010).

### **2.3 Turnover Intention**

As far as the U.S. Bureau of Labor Statistics (2016) is concerned, the turnover rate of the hospitality sector is higher than other sectors with a percentage of 50%. Koch, Gonzalez, and Leidner (2012) revealed an association between supervisor support and employee turnover, additionally, they concluded that supportive supervision and constructing positive employee social networks diminish employee intention to quit the organization. Tuzun, Çetin, and Basim (2014) expressed that when low level of supervisor support is perceived by followers, their

turnover intention increases, which in turn causes high levels of employee stress and anxiety. These researchers' findings help us understand the relationship between employee turnover and perceived supervisor support for running a more successful organization.

Supervisor support affects the employee turnover in such a way that low supervisor support triggers employee turnover and it is the second antecedent of employee job dissatisfaction and the fifth reason of employee job satisfaction (Atchison & Lefferts, 1972). Holtom, Tidd, Mitchell, and Lee (2013) asserted that poor supervisors not achieving to support and construct relationships with employees in the early stages of employment cause (a) lower job embeddedness, (b) job dissatisfaction, and (c) employee turnover. In contrast with Atchison and Lefferts (1972) proposing supervisor support as a mediator of workers' turnover, Holtom et al. (2013) concluded that supportive supervision moderates the influence of job satisfaction on employee turnover. Atchison and Lefferts (1972) suggested that the supervisors are to allocate resources as supervisor support affects employee turnover.

AlBattat and Som (2014) found that when employers fail in responding the needs of employees by anticipated working conditions and salary, relationships between employees and supervisors get disrupted and employees have an intention to quit the organization.

Supervisor support eases psychological factors raising employee turnover of international employees. Nguyen, Felfe, and Fooker (2014) indicated that low levels of remuneration, job autonomy, and supervisor support generate employee turnover in international work environments. Nguyen et al. (2014) asserted that when international employees are not supported by their adequately, the employees incline to quit the organization because of insufficient normative commitment. Bhatnagar

(2014) found that one employee and his/her employer should be psychologically connected, or else this could cause high employee turnover in international work climates. Bhatnagar's study on the relationships between supervisor support, recognition, and employee turnover was in congruence with Nguyen et al.' study, which poses that supportive supervision has an important effect on diminishing the rate of employee turnover. Nguyen et al. (2014) claimed that higher supervisor support suppresses employee turnover as the employees feel higher commitment to the organization in contrast with Bhatnagar proclaiming that employee turnover lessens as a result of the reciprocity feature between the employee and the supervisor.

Koch et al. (2012) found that employees feel low employee job satisfaction and increased quit intention when they feel their supervisors not emotionally supportive. Gillet, Gagné, Sauvagère, and Fouquereau (2013) supported Koch et al. posing that supervisor support enhances employee job satisfaction and it is an ideal method to diminish employee turnover. Mintz-Binder (2014) indicated that the quit intention results from the supervisor behaviours through the development of engaged and satisfied employees and qualified supervisors can diminish employee turnover intention.

DeTienne et al. (2012) contended that destructive supervision and dead-end jobs raises levels of (a) moral stress, (b) employee job dissatisfaction, and (c) intentions to leave. Nichols et al. (2016) indicated that employee turnover can be reduced through developing the supportive relationships between employees and supervisors. According to Nichols et al., PSS facilitates employees to overcome the stress of interpersonal desires, but on the other hand, DeTienne et al. (2012) found that destructive supervision increases moral stress in the work environment.

Constructive supervision diminishes job stress regarding employee turnover. Boyas, Wind, and Ruiz (2013) ascertained that reduced supervisory support is related to higher emotional employee exhaustion generating employee job stress and turnover. Li and Zhou (2013) claimed that organizational and supervisor support has a diminishing influence on work stress regarding employee turnover intention and mental exhaustion.

Internal and external organizational work factors affect employee turnover. The stronger supportive supervisory relationships are, the less employee turnover level gets through increased perceived job autonomy (Dysvik & Kuvaas, 2013). Dysvik and Kuvaas (2013) indicated that PSS had a moderating effect on employee turnover by increasing social interactions in a work environment; whereas Papinczak (2012) concluded that employee ease boosts organizational commitment. Low level of employee motivation is a primary antecedent of employee turnover due to inadequate supervisor support (Patricia & Leonina-Emilia, 2013). Patricia and Leonina-Emilia supported Dysvik and Kuvaas, and Papinczak proposing that there is significant association between PSS and employee TI. In contrast with Papinczak, Dysvik and Kuvaas, and Patricia and Leonina-Emilia noted that internal job factors like self-fulfillment and job autonomy increase employee job satisfaction and performance better than external job factors. Dysvik and Kuvaas, and Patricia and Leonina-Emilia asserted that decreasing employee turnover can be achieved by recognizing the employees' priorities personally.

Employee turnover affects organization's performance and profitability. Ahmad, Bosua, and Scheepers (2014) indicated that employee turnover is an important challenge causing knowledge loss. Daghfous, Belkhodja, and Angell (2013) posed that mitigating turnover and the disrupted knowledge transfer are

crucial for sustaining organizational performance and profitability. Hancock et al. (2013) claimed that both involuntary and voluntary employee turnover is as much as negatively associated with organizational performance. Evans, Luo, and Nagarajan (2014) supported Daghfous et al. (2013) and Hancock et al. (2013) regarding that involuntary turnover impairs organization performance and they found a negative relation between unnecessary management change and organizational performance as tenured managers can enhance organizational performance during recessions. The findings of Ahmad et al. (2014), Daghfous et al., Evans et al. (2014), and Hancock et al. (2013) indicated that through preserving employee knowledge organizational profitability can be achieved.

There is no agreed predictability of employee turnover among the researchers. Russell (2013), proposing employee turnover as predictable, identified that employee turnover models regarding supportive supervision harbour some missing parts and flaws. Scholarly studies are not in a firm agreement on the reasons of involuntary employee turnover. Hur (2013) indicated that involuntary employee turnover results from low employee performance and the negative organizational effects are not noteworthy. McClean, Burris, and Detert (2013) claimed that poor supervisor support is hazardous for the organization and triggers self-destructive employee actions causing involuntary turnover.

## **2.4 Authentic Leadership**

According to its broadly accepted definition, leadership is the ability to affect others to work enthusiastically towards achieving organizational goals (Tannenbaum & Schmidt, 1973; Hinterhuber & Friedrich, 2002; Barrett, 2006). The issue of leadership is a prominent subject of study in the current organizational and management literature in which attempts have been made to foster the development

of managerial proficiency and efficiency within organizations (Tracey & Hinkin, 1996; Arnold et al., 2000; Wong & Lee, 2012; Heracleous & Klaering, 2014; Dinh et al., 2014; Ling, Lin, & Wu, 2016). Leadership has been studied extensively in various contexts and theoretical foundations. While early studies of leadership in the 1920s concentrated on the attributes of leaders that were concerned with measures of leader effectiveness (Gibb, 1947), later, studies on leadership attributes evolved their focus from personal features to related skills (Luthans, 2002). To illustrate, Likert (1961) compared job-centred to employee-centred management. At the beginning of the 1960s, contingency approaches arose beginning with the Fiedler's Contingency Theory through which leadership styles are impacted by conditional variables (Fiedler, 1967; Nortcraft & Neale, 1990). Such a theory asserted that a leader is born to assume that leadership is contingent (Vroom, 1976). Nebel and Stearns (1977) used the Contingency Theory to consider the variables of task structure, position, group atmosphere, and employees' need for independence. In accordance with the theory, leadership effectiveness count on the conditions and the organizational style and, relying on the situation, a leader has to realize the right effective leadership style (Hinterhuber & Friedrich, 2002). Lastly, since the late 1980s, transformational and charismatic leadership approaches have been escalated (Bass, 1985; Conger & Kanungo, 1987), which stress emotions and values (Yukl, 1999), unlike the traditional approaches, focusing on rational processes.

A lot of authors have tried to investigate the topic of leadership in hospitality industry to determine the most appropriate model in a changing and dynamic environment of different cultures and countries by concentrating on the cultural impacts on leadership (Testa, 2007), effects of leadership on knowledge sharing (Yang, 2007), methods and procedures representing the leadership more clearly

(Pittaway, Carmouche, & Chell, 1998), besides the leadership approaches, like quality leadership (Camison, 1996), transformational leadership (Tracey & Hinkin, 1996; Erkutlu, 2008; Patiar & Mia, 2009; Gill et al., 2010; Kara et al., 2013), ethical leadership (Kincaid, Baloglu, & Corsun, 2008; Khuong & Nhu, 2015), the mixture of machiavellian and bureaucratic approaches (Minett, Yaman, & Denizci, 2009), transcendental leadership (Alexakis, 2011), servant leadership (Koyuncu et al., 2014), authentic leadership (Butler, Kwantes, & Boglarsky, 2014), and charismatic leadership (Poskas & Messer, 2015).

AL has been a main component in positive leadership researches for the last three decades and theoretical extension as a “root construct in leadership theory” (Harter, 2002; George, 2003; Avolio et al., 2004; Gardner et al., 2005; Avolio & Gardner, 2005; Ilies, Morgeson, & Nahrgang, 2005). Authentic leadership refers to “a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development” (Walumbwa et al., 2008, p. 94).

As indicated above, authentic leadership has four types of leader behaviors (Avolio et al., 2004; Gardner et al., 2005; Walumbwa et al., 2010). These are moral balanced processing, internalized moral perspective, relational transparency, and self-awareness. The term balanced processing refers to an objective analysis of all related information before a decision. Supervisors, expected to have balanced processing solicit views by others experience challenges in their positions. Internalized moral perspective stands for behaviors performed by the leaders which are led by internal moral standards and values, not by such external pressure as peers,

organizations, and social pressures (Gardner et al., 2005). Relational transparency refers to some personal revelations, such as sharing information explicitly and reflecting real ideas and feelings.

Lastly, self-awareness stands for the extent to which leaders perceive their strengths, weaknesses, and motives, and to which they recognize others' opinion about their leadership. Hence, the concept of self-awareness involves internal and external capacities. While internal stands for the self-knowledge of the leader's mental state, like beliefs, desires and feelings, external means leader's reflection of self-image which is perceived by others. Supervisors presenting high self-awareness adopt not only self-knowledge but also self-image to increase the effect of their leadership (Walumbwa et al., 2010).

AL is a multi-level approach (Avolio & Gardner, 2005; Cooper, Scandura, & Schriesheim, 2005). Therefore, it could be investigated at group-level and/or organizational-level (Yammarino et al., 2008).

## Chapter 3

### THEORETICAL BACKGROUND

The Social Exchange Theory and Social Identity Theory have been carried out in this study to represent the theoretical background of the suggested research model displayed in Figure 1.

#### 3.1 Social Exchange Theory

According to Blau (1964), the social exchange theory, which is rooted in economics, psychology, and sociology, asserts that individual relationships are developed by using a subjective cost–benefit analysis and comparing alternatives. This theory relies on voluntary actions rather than on formal contracts (Aryee, Budhwar, & Chen, 2002; Blau 1964; Gould-Williams & Davies, 2005). SET is on the basis of sociology research (Firth, 1967); has broad implications in different corporations. Even though Fremeaux and Michelson (2011) indicate that merciful attitudes are not only on the basis of acceptable reciprocity, Goss (2008) suggests a conscious comprehending may become suitable for developing corporation. As a main idea of the SET, social life is the exchange of promotions and awards (Homans, 1961). Specifically, it suggests that if employees perceive that the organization helps them in different ways, they will positively reciprocate with their attitudes and behaviors (Blau, 1964; Wayne et al., 2013).

Social exchange theory (SET) states that in the long run loyal, committed, and trustworthy relationship develops between employer and employee following the ‘rules’ of exchange (Cropanzano & Mitchell, 2005). There are two kinds of

relationships in an organization; one is social exchange relationship, and the other is economic exchange relationship. Economic relationships are concrete and short term, whereas social exchange relationships are “close, personal attachment and open-ended obligations” (Cropanzano, Rupp, & Byrne, 2003, p. 161). Social exchange relationships develop when an organization cares about their employees (Cropanzano & Mitchell, 2005), which ultimately increases the positive work outcomes. Employees who receive social and economic resources from the workplace are expected to repay the organization by means of work engagement, creativity, and service innovative behavior (Saks, 2006).

The SET and the principle of reciprocity provide a basis for perceived supervisor support (Gouldner, 1960; Blau, 1964). Social exchange transactions in the work setting are prevalent. To illustrate, receiving support from the corporation or from a specific person generates in followers a wish to reciprocate (Wayne et al., 2002). So as to conduct a continuous exchange association, a high level of trust has to also remain among the employees.

In accordance with the SET (Blau, 1964), workers and organization could be considered two fundamental “actors” in the social exchange association (Rousseau, 1989; Settoon, Bennett, & Liden, 1996; Hofmann & Morgeson, 1999). The social exchange has been theorized in the literature in two basic manners: (1) a global exchange association between employee and the corporation, and (2) more specifically, dyadic association between followers and leaders (Settoon et al., 1996; Wayne, Shore, & Liden, 1997). At the global level, Eisenberger et al. (1986) suggested the perceived organizational support (POS) to externalize the follower’s appraisal of corporation’s role in the exchange association. That is, POS refers to global perception that the corporation appreciates the employee’s assistance and pays

attention to the employee's well-being (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). In corporations, POS can be ensured through supervisor support, justice, high quality connection between follower and organization, ethical leadership practices, and job conditions like employee feeling of security and career opportunities (Shore & Tetrick, 1991; Rhoades & Eisenberger, 2002; Kurtessis et al., 2015). Among the antecedents of POS, perceived supervisor support is among the most significant determinants as the second way of social exchange. This is because followers generalise their exchange associations from manager or supervisor to the corporation since these employees perceive the positive or negative treatments of their supervisors towards them as an indicator of the corporation's support (Eisenberger et al., 2002; Eisenberger et al., 2010; Eisenberger & Stinglhamber, 2011; Eisenberger et al., 2014).

Several scholars concentrating on investigating perceived supervisor support claimed that the link between follower and corporation is often achieved via associations with agents of the corporation (i.e., supervisors) (Levinson, 1965; Kottke & Sharafinski, 1988). In further support of the view that perceived supervisor support externalizes the social exchange transaction, researchers found that PSS as indicative of organizational support is associated more vigorously with followers with a stronger exchange orientation (Eisenberger et al., 1986) and less vigorously to followers, do not trust the corporation to reciprocate (Lynch, Eisenberger, & Armeli, 1999). In addition, researches clarifying the exchange transaction with perceived supervisor support (Kottke & Sharafinski, 1988) proceeded from the notion that favors gained from managers or supervisors correspond with employees' own profit in the exchange association (Kang, Gatling, & Kim, 2015). In short, perceived supervisor support is considered a social exchange dimension because followers stay

in a facility when their supervisors value their improvements and well-being and pursue well-conducted associations with them (Eisenberger et al., 2002).

An elaborate investigation of the literature has revealed the significance of perceived supervisor support for increasing the employee-level outcomes, like job embeddedness, job performance, organizational citizenship behaviours, job engagement, commitment, and followers' retention, grounded on the social exchange theory (e.g., Liden & Graen, 1980; Wayne & Green, 1993; Babin & Boles, 1996; Griffin, Patterson, & West, 2001; Eisenberger et al., 2002; Karatepe & Kilic, 2007; DeConinck, 2010; Kuvaas & Dysvik, 2010; Eisenberger et al., 2014; Holland, Cooper, & Sheehan, 2016; Ling Suan & Mohd Nasurdin, 2016).

Seeing that the discussion above, it can be driven that supervisors in the attempt of promoting and benefitting from their seasonal employees, are to transmit constructive messages and encourage them for a more profitable organization. Employees perceiving necessary satisfactory support from their supervisors are more likely to execute the duties of their work correspondingly enriching work engagement of the workers (Kang et al., 2015), which refers to “a positive, fulfilling, work related state of mind that is characterized by vigour, dedication and absorption” (Schaufeli et al., 2002, p.74). In conclusion, seasonal employees may have a feeling of connectedness to the company and return the favour with indirect patterns, like high retention levels (Gentry et al., 2007). Therefore, forming a constructive social exchange relationship between supervisors and their seasonal employees is a key for the low levels of employee turnover intention (Roderick & Deery, 1997; Van Knippenberg, Van Dick, & Tavares, 2007).

### **3.2 Social Identity Theory**

SIT, on the other hand, claims people obtain the meaning of themselves not only from the personal uniqueness, but also from the social group they are committed to, like an organization. The power of individuals' social identity clarifies intergroup association; to continue a favorable self-concept, individuals display favoritism toward their in-group members by perceiving their group as better than other groups (Yagil & Rattner, 2005), whereas they discriminate the out-group members (Tajfel, 1981; Tajfel & Turner, 1986; Abrams & Hogg, 1988; Ashforth & Mael, 1989). Hence, this theory usually anticipates bias in favor of employing an in-group member (Lewis & Sherman, 2003).

As such, Cho (2007) argues that when their social groups suffer from discrimination, they face a loss of character or identity. The theory of social identity also holds that even though social groups suffer a loss of identity when discriminated upon by other groups, they often have a desire to continue preferential and bias treatments in favour of members of their in-groups.

According to Tajfel (1981), the groups to which individuals belong (e.g., family, social class, and workforce) and their group memberships are main sources of their pride, self-esteem, and sense of self-identity. Based on the social identity theory (Tajfel & Turner, 1986), individuals tend to categorize themselves and others into a large number of social groupings. Some examples are organizational membership, religious bond, gender, and age groups (Tajfel & Turner, 1986). Lind and Tyler (1988) propose an original, group-value model rooted in social identity theory, claiming that fair treatment is significant due to the information it conveys regarding a person's status within a group.

Social identity theory suggests that derogating or discriminating against out-groups generates a downward comparison target that is worse off than the self or one's group (Tajfel, 1974; Tajfel & Turner, 1986). Although much has been written to support the role of ascribed characteristics such as ethnicity and gender in personal identity formation (Tajfel & Turner, 1986), a key and often superseding characteristic in the workplace is work status, which is due to the hierarchical nature of most organizations and the traditions of according privilege by organizational rank (Lawrence & Lorsch, 1967; Katz & Kahn, 1978). Based on the social identity theory, it is possible that hotel leaders and managers can consider their permanent employees as being more salient than the seasonal employees. Therefore, seasonal hotel employees can perceive themselves as members of out-group.

Furthermore, due to the fact that the seasonality is one of the most challenging issues in the hospitality industry, in order to manage this demanding issue efficiently, developing a kind of leadership style in which a leader is aware of the values, knowledge, strengths, and weaknesses of his or her own, employees, organizations, and the industry is vital. Authentic leadership, therefore, with its relational transparency and perception of fairness, may be a great approach for managers and supervisors to trace (Mhatre, Riggio, & Riggio, 2012) when keeping the qualified seasonal employees in hotel organizations by increasing employees' identification within the work setting. Moreover, authentic leaders "enhance employees' social identification by creating a deeper sense of high moral values and indicating high levels of honesty and integrity in their relationships with employees" (Avolio et al., 2004, p. 807).

Following the theoretical guidelines, this study concentrated on authentic leadership's moderating role on the influence of supervisor support perceived by

seasonal employees known as low-status group members in general (Boyce et al., 2007), on their turnover intention.

## Chapter 4

### HYPOTHESES

This chapter discusses the study hypotheses, the hypothesized relationships among the study variables, and how the hypotheses were developed.

#### 4.1 PSS and Work Engagement

Thanks to a number of research, PSS has been proven to have an important impact on organizational effectiveness for many industries (Thomas, Bliese, & Jex, 2005; Tourigny, Baba, & Lituchy, 2005; Lu, Cooper, & Lin, 2013). Nevertheless, the impact of PSS on the behavioural results over the seasonal employees in the hospitality industry has not been taken into consideration in the hospitality literature in spite of their big number in the industry with nearly half of the lump. PSS refers to the level of workers perceiving their supervisor's support and the promotion of workers' performance and interests (Burke, Borucki, & Hurley, 1992). A supervisor's support is one of the main motivators for employee performance and effectiveness (Schaubroeck & Fink, 1998). Related with this current study, PSS is addressed as a social exchange element, by which workers can perceive "the degree to which supervisors value their contributions and care about their well-being" (Eisenberger et al., 2002, p. 565). More detailedly, employees with high PSS can perform their work in a more engaged manner in parallel with the reciprocity norm of SET serving the organization to fulfil its goals (Rhoades, Eisenberger, & Armeli, 2001). Earlier studies also indicated that PSS is a major precursor of employee

engagement (Salanova et al., 2005; Bakker et al., 2005; Saks, 2006; James, McKechnie, & Swanberg, 2011). Thus, the following hypothesis was designed:

**Hypothesis 1.** *PSS is positively related to seasonal employees' work engagement.*

## **4.2 PSS and Turnover Intention**

Turnover is such a prevailing issue in hospitality organizations that managements choose to concentrate on shortcuts like yield management disregarding the underlying reasons and the necessary solutions of the issue, and thus the employee turnover challenge stays unsolved (Stein, 1989). Furthermore, some studies have claimed that part-time and seasonal employees' turnover is hard to be overcome, aggravating the situation with low retention causing dissatisfaction throughout the organization (Inman & Enz, 1995). Previous studies posed that poor supervisor support can be so detrimental that it can result in high turnover, absenteeism, and low performance, which can reduce the overall success of the organization dragging it into an insoluble situation (Lim & Boger, 2005). While a number of researches have contended that one of the major reasons of employees to quit jobs because of poor supervision (Hinkin & Tracey, 2000; Davidson & Wang, 2011; Mohsin, Lengler, & Kumar, 2013), there exist some contradictory empirical findings regarding the direct effect of PSS on turnover intention (Firth et al., 2004). As an instance, Moore (2001) asserted that PSS diminished the burnout levels of the nurses, which in turn reduced their turnover intention. Nonetheless, Eisenberger et al. (2002) failed to state a direct relation between PSS and turnover intention. Cho, Johanson, and Guchait (2009) studied on non-managerial workers at restaurants and hotels, and did not reach a direct relation between PSS and employee turnover intention. Therefore, Cho et al. (2009) called for studies defining the impact of PSS

on turnover intention. To reach a satisfactory solution for this issue, the following hypothesis was posited:

**Hypothesis 2.** *PSS is negatively related to seasonal employees' turnover intention.*

### **4.3 Authentic Leadership and Work Engagement**

If a leader satisfies the needs and expectations of employees, these workers will considerably engage in their jobs (Harter et al., 2002), which is “a positive, fulfilling, work related state of mind that is characterized by vigour, dedication and absorption” (Schaufeli, et al., 2002). If managers are aware of how their attitudes influence their subordinates and are transparent with respect to procedures and their effects in their corporations, then their followers tend to feel better sense of organizational aims and challenges (Clapp-Smith, Vogelgesang, & Avey, 2009). The effect of AL on followers' work engagement is endorsed by the findings of previous empirical studies. Ilies et al. (2005) argued how AL might favourably affect employees' attitudes in that these leaders present supportive operations for employees' self-determination. George (2003) discussed that authentic leaders promoted employees through building a deep feeling of purpose to present greater goods and excellence services. These are the traits of workers highly engaged with their works and organizations. Authentic managers are anticipated to enhance the level of work engagement by creating organization climate providing full access to knowledge, sources, and support and improving processes that are structurally and interactionally fair (Liu et al., 2014). In their empirical research, Walumbwa et al. (2010) contended that there was a cross-level association between AL and employee's work engagement. Penger and Černe (2014) statistically discovered the

significant effect of AL on work engagement. Hence, the following hypothesis of this study was designed:

**Hypothesis 3.** *Authentic leadership is positively related to seasonal employees' work engagement.*

#### **4.4 Authentic Leadership and Turnover Intention**

According to Social Exchange Theory (SET), the supportiveness of leaders has significantly affected employee behaviors (Blau, 1964; Gouldner, 1960). Authentic leaders can develop employee well-being by means of conducting of high-quality associations, where such associations are based on the foundations of social exchange (Hofmann & Morgeson, 1999). Authentic leaders are specifically likely to improve favorable social exchanges, which will positively influence employee well-being (Ilies et al., 2005).

AL approach has recently appeared in both the research and practice literature (Erkutlu & Chafra, 2013) as a domain of interest that completes work on ethical leadership (Avolio et al., 2004; Gardner et al., 2005; Ilies et al., 2005). The constituents of self-awareness, balanced processing, internalized moral perspective, and relational transparency together have displayed the honesty, venerability, and trustworthiness of authentic leaders (Ilies et al., 2005). These features generate the main components of high-quality exchange relationships (e.g., Blau, 1964; Avolio et al., 2004; Ilies et al., 2005). Research has contended that high-quality leader-employee associations develop more transparent communication, powerful value coherence, and minimum power distance (Fairhurst, 1993). When followers perceive that they gain support, trust and other advantages from their leaders, they foster a responsibility to reciprocate with proper work behaviours and performance (Gouldner, 1960). In contrast, when followers confront undesirable leader-follower

relationships and receive mediocre resources, responsibilities and outputs, they are likely to reciprocate with adverse attitudes such as organizational deviance, absenteeism, turnover, and workplace incivility (Skarlicki & Folger, 1997).

Even though AL has had important intuitive (George, 2003) and conceptual support (Yammarino et al., 2008), to date, scarce empirical study has been established so as to better comprehend the effects of AL in a hospitality work setting. As Yammarino et al. (2008; 705) also recommends, “there is a need in authentic leadership to articulate theoretically and test empirically processes and process variables and measures”. Based on the discussion, this study asserts that if seasonal employees perceive fairness, in providing resources, and in formal procedures regarding interpersonal treatment and behaviors, and if they acquire treatment information, these practices are expected to inspire and enhance employees’ faith in the organization. Consequently, they may have lower turnover intentions (Aryee et al., 2002). Since the social exchange theory is rooted in the concept of reciprocity (Gouldner, 1960; Kamdar, McAllister, & Turban, 2006), positive treatment from the leaders leads the employees to feel the need to reciprocate in an affirmative way (Walumbwa et al., 2010). That is, employees led by managers following authentic leadership practices in the work environment are more likely to keep working in the organization, showing low levels of turnover intention. Therefore, supported by the social exchange theory, the following hypothesis was proposed:

**Hypothesis 4.** *Authentic leadership is negatively related to seasonal employees’ turnover intention.*

#### **4.5 Mediating Effects of Work Engagement**

Some significant organizational traits, like productivity, guest loyalty, and financial performance are closely related to employee engagement (Jones & Harter,

2005). Relatedly, these organizational purposes can be achieved with the efforts of the employees, a vital challenge for managers. A number of empirical findings indicate that the relationship between employee engagement and intention to leave is bound to the level and direction of the relationships between subordinates and their supervisors (Judge et al., 2001; Harter et al., 2002). Nonetheless, numerous researches have focussed on the mediator role of engagement on reasons and results of the link (Sonnentag, 2003; Schaufeli & Bakker, 2004). Sulea et al. (2012) conducted a study on the mediator role of engagement upon the link between job features and positive and negative extra-role behaviours. Biswas and Bhatnagar (2013) also indicated that work engagement of an employee is a sign of organizational support, combined with employee commitment and satisfaction. Furthermore, Eisenberger et al. (2002) studied on retail sales workers in order to find whether there was an influence of PSS on employee's intention to leave indirectly by POS, a major antecedent of employee commitment. To our knowledge, work engagement with its mediating role between PSS and intention to leave among seasonal workers in the hospitality sector awaits to be empirically tested up to now.

On the other hand, Avolio et al. (2004) also indicated that authentic leaders enhanced follower's engagement and commitment to constantly increase their job outcomes. Authentic leadership is associated with work engagement referred as the opposite of turnover intention (Camgoz et al., 2016). Engaged employees unlike unwell-being ones feel themselves more energetic and efficient in their job practices and they regard themselves as able to cope with the demands of their work (Schaufeli, Taris, & Van Rhenen, 2008). Several scholars also found the negative link between employee engagement and intention to quit (Brunetto, Teo, Shacklock, & Farr-Wharton, 2012; Camgoz et al., 2016). Wong et al. (2010) explored that

nurses' work engagement mediated the effects of perceptions of AL on voice behaviour and unit care quality. The indirect influence of AL on emotional exhaustion via structural empowerment was examined by Laschinger, Wong, & Grau (2013); however; so far, the work engagement has yet to be studied as the mediator on the cross-level influence of AL on employee's intention to leave in the hospitality industry. Given the empirical findings discussed above, the hypotheses were posited:

**Hypothesis 5a.** *Work engagement mediates the link between perceived supervisor support and seasonal employees' turnover intention.*

**Hypothesis 5b.** *Work engagement mediates the link between authentic leadership and seasonal employees' turnover intention.*

#### **4.6 The Moderating Role of Authentic Leadership**

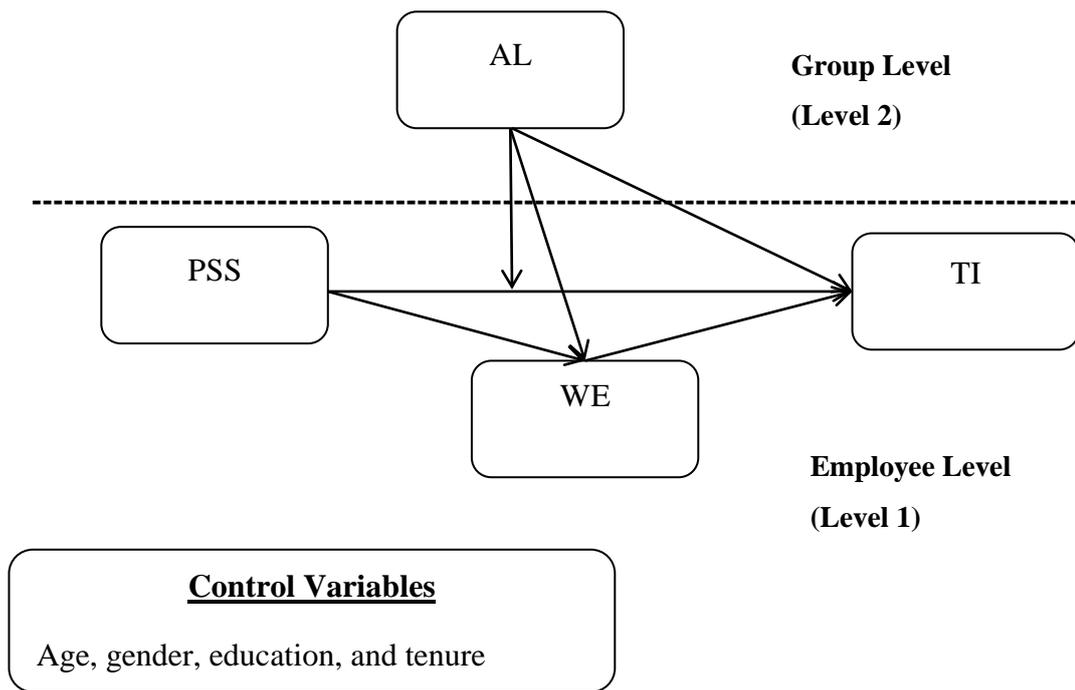
According to SIT, employees that find their identity within a corporation tend to remain with the business and strive in the name of that business (Dutton, Dukerich, & Harquail, 1994). In line with this theory, Avolio et al. (2004, p. 807) claim that authentic leaders "increase followers' identification by creating a deeper sense of high-moral values and expressing high levels of honesty and integrity in dealing with followers". Similarly, Ilies et al. (2005, p. 383) suggest that "authentic leaders' high levels of self-awareness, in combination with their authentic behavioral and relational orientation, can influence followers' feelings of identification with the leader and the organization". AL is such a continuum that leader is profoundly conscious about how he or she conceives and treats, of the context in which he or she manages, and how he or she is sensed by others as being aware of his/her own and others' values/moral aspects, knowledge, and strengths (Luthans & Avolio, 2003).

According to Mhatre et al. (2012), unfair treatments of an organization could be conceived as a shape of "unethical" or at the very least "inauthentic" leader

practices. From the perspective of the SIT, leaders who seem to behave employees unfairly, for instance, by behaving permanent employees preferential or by conducting private relations with some permanent workers yet not with seasonal employees will marginalize and estrange seasonal employees, weaken unity in the organization and mitigate overall identification (Hogg et al., 2005). As a support to this theoretical view, Riggio and Saggi (2015) contended that overcoming the feelings of such discrimination is the mission of the leadership. Mhatre et al. (2012), in their conceptual book, suggested that authentic leadership, with its relational transparency and perception of fairness, may be a great approach for managers and supervisors to trace when keeping employees in the organization. Kalshoven, Den Hartog, and De Hoogh (2011) also claimed that leaders high on fairness are less likely to display discrimination among employees.

Based on the SIT, it is plausible that if leaders follow authentic leadership principles, they would provide meritocracy and increase employees' identification in a hospitality work setting, which means that the leaders can keep the qualified seasonal employees in the hotel organization by successfully moderating the influences of PSS on intention to leave. Yet of course, this is an empirical question that needs to be tested, since this multilevel research is among the first to propose the moderating effect of AL on the PSS and TI relationship. Thus, the hypothesis was laid out.

**Hypothesis 6.** *Authentic leadership moderates the relationship between seasonal employees' perception of supervisor support and their turnover intention such that this negative relationship will be stronger for seasonal employees led by authentic leaders than seasonal employees not led by authentic leaders.*



*Note:* PSS is perceived supervisor support, WE is work engagement, AL is authentic leadership, TI is turnover intention.

Figure 1: Study Model

## **Chapter 5**

### **METHODOLOGY**

This chapter includes the methodological part and the sample utilized in this study; presents the sampling technique and scales of the study variables; and demonstrates the data analysis procedure of this research.

#### **5.1 Sample and Procedure**

The proposed model was examined based on data gathered from 305 seasonal employees working in 5-star hotels in Antalya, a city where seasonality has a great influence on hospitality sector in Turkey. As to the information gained from the Antalya Provincial Directorate of Culture and Tourism, almost one third of the destination's accommodation facilities were five-star hotels in 2016 (304/911). Because seasonal workers have a vital effect in the service quality and organizational performance of the facilities and approximately half of the workers were seasonal in Antalya's hospitality sector (240 thousand) (AKTOB-Mediterranean Touristic Hoteliers Association, 2014), they have been the target population for the study. This paper utilized judgmental sampling, which is "appropriate if some members are thought to be more appropriate (knowledgeable, experienced, etc.) for the study than others" (Altınay & Paraskevas, 2011, p. 96). The managements of twenty-five 5-star hotels accepted to participate in our study. The responding employees included various job positions, such as receptionists and restaurant service attendants. The participant employees were personally distributed the survey package including a cover letter and a questionnaire in a meeting room supplied by the managements.

The cover letter openly indicated that the research would be carried out only for scientific objectives, it would be exactly kept confidential, and their employers would not see their responses.

Following the guidelines provided by Podsakoff et al. (2003), a one-month time lag was conducted between the data gathering periods of the study variables in order to mitigate the common method bias. The author totally delivered 500 survey instruments to the seasonal hotel employees at Time I in July 2016 (i.e., PSS and work engagement items) and 350 (70%) of the questionnaires returned. Afterwards, 350 Time II questionnaires (i.e., authentic leadership and turnover intention items) were distributed to the same participants in September 2016. 327 questionnaires were returned at the end of Time II period. After excluding 13 instruments with reckless answers (significantly the same responses, like 1 for all items) and 9 instruments with incomplete responses, 305 valid samples, which came from 57 work units, were finally obtained with a response rate of 87 per cent of the second sample and 61 per cent of the initial sample. The participating unit size ranged from 3 to 10 group members, with 4.5 members on average. The recent multilevel research literature indicated that when there are at least three members in a group, it is accepted to aggregate responses to the group-level (Henderson et al., 2008; Özduran & Tanova, 2017). Additionally, independent-sample *t*-tests ( $p < .05$ ) showed that there were no differences among participants who responded both questionnaires and those not participating in Time II.

Harman's one-factor analysis as a statistical avenue was also conducted to mitigate the common method bias, since all data concerning the proposed model were self-reported. Of the four factors identified, the principal factor explained 37.8 per cent of the variance. Because one factor did not explain more than 50 per cent of

the variance, common method bias has not been a problem in the dataset (Podsakoff et al., 2003).

## **5.2 Measures**

### **5.2.1 Perceived Supervisor Support**

The recent hospitality literature displays that Karatepe's (2014) research validated Karasek, Triantis, and Chaudhry's (1982) research, became one of the validated scales in the hospitality industry. Therefore, the validated scale developed by Karasek et al. (1982) with five items was utilized in order to measure seasonal hotel employees' perceptions of supervisor support in the research context. The researcher measured responses on the five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The illustrative items were "My supervisor encourages employees he/she supervises to develop new ways of doing things," and "My supervisor encourages employees he/she supervises to work as a team." In this study, the alpha coefficient for perceived supervisor support measure was found to be 0.86.

### **5.2.2 Work Engagement**

Each participating seasonal employee filled out a nine-item scale measuring work engagement adapted from Schaufeli, Bakker, and Salanova (2006). Hotel employees were asked their opinion of each statement utilizing the five-point rating scale (1= strongly disagree to 5= strongly agree). Sample items were "At my work, I feel bursting with energy," and "When I get up in the morning, I feel like going to work." The alpha coefficient demonstrated high internal consistency ( $\alpha = 0.93$ ).

### **5.2.3 Turnover Intention**

To measure seasonal hotel employees' turnover intention, 3 items were taken from the study of Boshoff and Allen (2000). The respondents were asked to indicate

their degree of agreement with each item on the five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). Sample items were “I often think about leaving this hotel,” and “I will probably be looking for another job soon.” In this study, the coefficient alpha for this measurement scale was found to be 0.98.

#### **5.2.4 Authentic Leadership**

A sixteen-item scale adapted from Walumbwa et al. (2008) measured AL. Hotel seasonal employees were asked their opinion of each statement utilizing the five-point rating scale (1= strongly disagree to 5= strongly agree). Sample items were “My leader says exactly what he or she means,” and “My leader seeks feedback to improve interactions with others.” The coefficient alpha for this scale was 0.97.

At the end of the questionnaire form, five questions related with demographic characteristics of seasonal employees have been directed to the respondents; gender, age, education, department, and organizational tenure. The detailed description of these profile questions along with their results were presented in Table 2. The questionnaire items were originally arranged in English and then translated into Turkish through back-translation method (McGorry, 2000). Afterwards, two expert academicians, fluent in both languages, checked the survey instrument to make sure that all item contents were cross-linguistically comparable and created the identical context. Prior to the data gathering process, the survey instrument was pretested with a pilot sample of 25 seasonal workers in Antalya. The pilot study indicated that the wording, measurement scales, and sequence of questions were just fine.

### **5.3 Data Analysis**

This research utilized five analytical approaches to examine the data. First, following Anderson and Gerbing (1988), confirmatory factor analysis (CFA) was conducted to analyze the convergent and discriminant validities of the factors using

AMOS 24.0 (Analysis of Moment Structures). Internal consistency reliabilities were gauged through the cut-off level of 0.70.

Table 1: Measurement Parameter Estimates<sup>a</sup>

	Standardized Loading <sup>b</sup>	CCR	AVE
<b>Authentic leadership</b>		.97	.82
AL1	.91		
AL2	.86		
AL3	.90		
AL4	.91		
AL5	.93		
AL6	.87		
AL7	.89		
AL8	.90		
AL9	.85		
AL10	.94		
AL11	.91		
AL12	.88		
AL13	.88		
AL14	.90		
AL15	.90		
AL16	.87		
<b>PSS</b>		.86	.56
PSS1	.77		
PSS2	.76		
PSS3	.70		
PSS4	.78		
PSS5	.83		
<b>Work engagement</b>		.89	.54
WE1	.88		
WE2	.85		
WE3	.82		
WE4*	.50		
WE5	.63		
WE6	.72		
WE7	.88		
WE8	.85		
WE9	.82		
<b>Turnover intention</b>		.98	.94
TI1	.96		
TI2	.97		
TI3	.97		

Note: \* Dropped item. All loading values are significant at the 0.05 level.

Second, correlation test was carried out to clarify the correlations among the study variables. Third, the direct influence of PSS on WE and TI was examined by

using hierarchical regression analysis. Fourth, the effects of AL (group level) on WE and TI (employee level) were analyzed through hierarchical linear modelling. The hierarchical linear modelling was also performed when the moderator role of AL and the mediator role of WE on the link between AL and TI were examined. Fifth, the SPSS macro produced by Preacher and Hayes (2004) was utilized to test the mediator role of WE on the link between PSS and TI.

## **Chapter 6**

### **RESULTS**

This chapter demonstrates the profiles of participating employees, the outputs of CFA, convergent and discrimination validity, the aggregation statistics, the correlation matrix, and the findings of hypotheses testing.

#### **6.1 Respondents' Profiles**

The respondents included 115 men (37.7%) and 190 women (62.3%). Thirty-eight per cent of the participants were aged between 18 and 24 years, while some forty per cent ranged in age from 25 to 34 years. Twenty-one per cent of the respondents were between the ages of 35-44 years and the rest were older than 44. In terms of education, 29.2 per cent held a high-school degree or below, 58.7 per cent held a bachelor's degree, and 11.8 per cent had a master's degree and the rest had a PhD degree. More than half of the respondents (57.4%) had organizational tenure of three seasons or more. In terms of department, 33.4 per cent worked as food and beverage attendant, 66.6 per cent worked as front desk clerk.

#### **6.2 Measurement Model**

First, Cronbach's alpha was utilized to check the reliability of the constructs. All coefficient alphas were greater than commonly accepted cut-off level of .70 (Nunnally & Bernstein, 1994). Since the data on the study variables were gathered from a single source, CFA was conducted to test whether these factors were distinct. According to CFA results, one item from work engagement was dropped. The factor loadings of the remaining items were significant, ranging from 0.63 to 0.97 ( $p < .05$ ).

In addition, all constructs showed the acceptable composite construct reliabilities (CCR) ranging between 0.86 and 0.98. Average variance extracted (AVE) scores of constructs were between 0.54 and 0.94, which exceeded the .50 threshold value recommended by (Fornell & Larcker, 1981), demonstrating sufficient convergent validity.

Table 2: Respondents' Profile ( $n = 305$ )

	Frequency	Percentage
<b><i>Gender</i></b>		
Female	190	62.3
Male	115	37.7
Total	305	100.0
<b><i>Age</i></b>		
18-24	116	38.0
25-34	121	39.7
35-44	64	21.0
45-54	3	1.0
55 or older	1	.3
Total	305	100.0
<b><i>Education</i></b>		
High school or below	89	29.2
Bachelor's degree	179	58.7
Master's degree	36	11.8
PhD	1	.3
Total	305	100.0
<b><i>Department</i></b>		
Front-office	203	66.6
Food & beverage	102	33.4
Total	305	100.0
<b><i>Organizational tenure</i></b>		
1 season	59	19.3
2 seasons	71	23.3
3 seasons	121	39.7
4 seasons	39	12.8
More than 4 seasons	15	4.9
Total	305	100.0

Afterwards, analyses demonstrated that the hypothesized model yielded an acceptable fit to the data ( $\chi^2 = 1167, 903$ ;  $df = 451$ ;  $p < .01$ ; comparative fit index

(CFI) = .96; goodness-of-fit index (GFI) = .86; Tucker-Lewis index (TLI) = .95; root-mean-square error of approximation (RMSEA) = .051, which recommended that these variables should be considered as distinct constructs.

Table 3: Correlations

Construct	1	2	3	4	5	6	7	8	AL
<b>Employee level</b>									
1. Gender	—								
2. Age	-.007	—							
3. Education	.142*	.299**	—						
4. Department	.065	.049	-.221**	—					
5. Org. tenure	-.192**	.223**	.038	-.179**	—				
6. PSS	-.077	.015	-.015	.056	-.148**	—			
7. WE	.166**	.228**	.104*	.024	-.013	.234**	—		
8. TI	-.063	.060	-.060	.065	.017	-.227**	-.103*	—	
<b>Group level</b>									
1. AL	.120	-.048							
Means	1.38	1.86	1.83	1.33	2.61	3.51	3.64	.78	3.76
SD	.49	.80	.63	.47	1.09	1.07	1.09	.75	.59

*Note:* For employee level measures,  $n = 305$ ; for group level measures,  $n = 57$ . PSS = perceived supervisor support; WE = work engagement; TI = turnover intention; AL = authentic leadership. SD denotes Standard Deviation. Gender was coded as a binary variable (0 = female and 1 = male). Age and organizational tenure were measured using a five-point scale, while education was measured using a four-point scale. Higher scores indicated older age, more educated, and longer tenure. Department was coded as 1 = front-office, 2 = food and beverage.

\*  $p < .05$ . \*\*  $p < .01$ .

The AVE displays the amount of variance held by a factor in connection with the variance resulting from the random measurement error. The AVE's of factors were between .35 and .50, implying the sufficient convergent validity. Overall, the AVE has to be more than .50 (Fornell & Larcker, 1981). But the same authors pointed out that if CCR is higher than .60, the convergent validity is acceptable.

Discriminant validity exists if the ratio of the AVE in every construct goes beyond the square of the correlation coefficient with other factors. It shows that each factor shares greater variance with its indicators than with other constructs. Two constructs with high correlation were PSS and WE ( $\Phi = .234$ ). However, the AVE in perceived supervisor support (.56) and work engagement (.54) was more than the square of the correlation between the two variables ( $\Phi^2 = .0547$ ). Other constructs needed more examination were PSS and TI ( $\Phi = -.227$ ). The AVE scores of the variables were 0.56 for PSS and 0.94 for TI. The AVE scores of both variable exceeded the square of the correlation between the two variables ( $\Phi^2 = .0515$ ). In sum, the ratio of the AVE in every factor was more than the square of the correlation coefficient between variables, ensuring discriminant validity.

### **6.3 Aggregation Statistics**

This research tested the applicability of authentic leadership at group level shaped by the aggregation across multiple participants of one work-unit. Interrater agreement was analyzed via using James, Demaree, and Wolf's (1993)  $r_{wg}$ . This present study got a mean of 0.80 and median of 0.82 for authentic leadership which are above threshold of .70 (James et al., 1993).

The one-way ANOVA outcomes demonstrated that the among-groups variance for authentic leadership ( $p < .001$ ) was significant. The intra-class correlations (ICC) (1) value of 0.20 and reliability of group mean ICC(2) value of 0.58 for authentic leadership were gathered. As to the ICC values noted by previous studies (Schneider, White, & Paul, 1998; Biemann, Cole, & Voelpel, 2012), the results are acceptable. Thus, aggregation of AL at organizational level was justified.

## 6.4 Descriptive Statistics

Following the recommendation produced by Rhoades and Eisenberger (2002), demographic variables were included in the correlation analysis to investigate the extent of their associations, specifically with perceived supervisor support, and their utility as control variables. Table 3 displayed that there was a negative link between organizational tenure and PSS ( $r = -.148, p < .01$ ). Moreover, work engagement had a positive correlation with gender ( $r = .166, p < .01$ ), age ( $r = .228, p < .01$ ), and education ( $r = .104, p < .05$ ).

Additionally, as noticed in Table 3, the correlations among the variables are in the anticipated directions. To illustrate, PSS was positively associated with WE ( $r = .234, p < .01$ ), while there was a negative correlation between PSS and TI at individual level ( $r = -.227, p < .01$ ). In addition, work engagement had a negative association with TI ( $r = -.103, p < .05$ ). At organizational level, there was no significant correlation between AL, gender, and age. These findings ensured preliminary support for the study hypotheses, which are analyzed in greater detail.

## 6.5 Hypothesis Testing

To assure that multicollinearity did not bias regression estimates, the variance inflation factors (VIF) test was utilized in this research. The findings showed that VIF scores did not exceed above the suggested threshold of 10 (Gujarati, 2003), which demonstrates that multicollinearity does not bias the results of this study.

As depicted in Table 4, hierarchical regression analyses demonstrated that the direct effect of supervisor support perceived by seasonal employees on work engagement was significant and positive ( $\beta = .25, t = 4, 48, p < .001$ , Model 1) and perceived supervisor support significantly and negatively influenced seasonal hotel

employee's turnover intention ( $\beta = -.24, t = -4.29, p < .001$ , Model 2), providing empirical supports for Hypothesis 1 and Hypothesis 2 respectively.

Table 4: Hierarchical Regression Results: Testing H1 and H2

Variables	WE		TI	
	M 1		M 2	
<b>Control variables</b>	$\beta$	$t$	$\beta$	$t$
Gender	.18	3.28**	-.08	-1.38
Age	.22	3.80***	.09	1.64
Education	.02	.39	-.08	-1.35
Org. Tenure	-.01	-.03	-.05	-.91
<b>Independent variable</b>				
PSS	.25	4.48***	-.24	-4.29***
<i>F</i>	9.74***	-	4.52**	-
$R^2$ at each step	.14	-	.07	-
$\Delta R^2$	-	-	.07	-

Note:  $n = 305$ . PSS = perceived supervisor support, WE = work engagement, TI = turnover intention.

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ .

In the HLM analysis, the individual variables (i.e., PSS, WE, and TI) were set at level 1, and the organizational variable (i.e., authentic leadership) was set at level 2. As can be observed in Table 5, HLM analyses indicated that AL significantly and positively influenced WE ( $\gamma = .20, p < .05$ , Model 1) and the direct effect of AL on TI was significant and negative ( $\gamma = -.43, p < .001$ , Model 3). These findings empirically supported Hypothesis 3 and Hypothesis 4.

### 6.5.1 Mediation Effect Testing

The test of the mediating influence proposed in Hypothesis 5a required an analysis of conditions suggested by Preacher and Hayes (2004). The procedure

consists of (1) estimating the influence of the predictor variable (PSS) on the mediator (work engagement) (Table 6, Model 1,  $\gamma = .26, p < .01$ ), (2) estimating the influence of the mediator on the dependent variable (turnover intention) (Table 6, Model 2  $\gamma = -.03, p > .05$ ), while controlling for the influence of the predictor variable (Table 6, Model 2,  $\gamma = -.18, p < .01$ ), and (3) bootstrapping the sampling distribution of the indirect influence and deriving a confidence interval with the empirically derived bootstrapped sampling distribution. The indirect influence was estimated to lie between  $-.01$  and  $.03$  with 95% confidence, normal theory tests for indirect effect ( $z = 0.61, p > .05$ ). Because zero is in the 95% confidence interval, it can be concluded that the indirect effect is not significantly different from zero, and that work engagement does not mediate the effect of perceived supervisor support on employee turnover intention. Therefore, Hypothesis 5a was rejected.

Table 5: Results of Hierarchical Linear Modelling: Testing H3, H4, and H5b

Level and variable	WE		TI	
	M1	M2	M3	M4
<b>Intercept</b>	3.66 (.06) ***	1.77 (.05) ***	1.79 (.04) ***	1.77(.05) ***
<b>Level 1</b>				
Gender	.33 (.14) **	-.04 (.09)	-.03 (.09)	-.05 (.09)
Age	.34 (.09) ***	.03 (.06)	.04 (.05)	.02 (.05)
Education	.13 (.11)	-.10 (.07)	-.10 (.07)	-.11 (.07)
Experience	-.06 (.06)	-.02 (.07)	-.01 (.04)	-.01 (.03)
WE		-.05 (.04)		-.04 (.04)
<b>Level 2</b>				
AL	.20 (.10) *		-.43 (.07) ***	-.11 (.07)
<b>Model fit</b>				
Deviance	915.69	694.05	667.18	693.03
$\Delta D (\Delta df)$	-	-	26.87	25.85

Note: For employee level measures,  $n = 305$ ; for group level measure,  $n = 57$ ; entries corresponding to the predicting variables are estimations of the fixed effects,  $\gamma$ , with standard errors appearing in parentheses. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ .

Hypothesis 5b predicted that WE will mediate the influence of AL (at organizational level) on TI (at employee level). This hypothesis was analyzed by following the guidelines of Baron and Kenny (1986). These findings can be observed in Table 5: (1) authentic leadership (independent variable) is significantly associated with work engagement (mediator, Model 1,  $\gamma = .20, p < .05$ ); (2) authentic leadership is significantly associated with turnover intention (outcome variable, Model 3,  $\gamma = -.43, p < .01$ ); (3) the mediator is not significantly associated with the outcome variable (Model 2,  $\gamma = -.05, p > .05$ ) that third condition of Baron and Kenny (1986) was not met; and (4) when the mediator is added into the model, the influence of AL on TI reduces ( $\gamma = -.11, p > .05$ ). Because the mediator has no significant influence on the dependent variable, WE does not mediate the influence of AL on TI. Thus, Hypothesis 5b was also rejected.

Table 6: Results of Hayes' Mediation Analysis: Testing H5a

Variables	M 1 DV=WE	M 2 DV=TI	Indirect effects $\beta$ (SE) 95% confidence intervals [lower bound; upper bound]
<b>Control variables</b>			
Gender	.42 (.12) **	-.14 (.09)	
Age	.31 (.08) **	.08 (.06)	
Education	.04 (.10)	.09 (.07)	
Org. tenure	-.01 (.05)	.04 (.04)	
<b>Independent variables</b>			
PSS	.26 (.06) ***	-.18 (.04) ***	—
WE	—	-.03 (.04)	—
PSS→WE→TI	—	—	.006 (.01) [-.01; .03]
$R^2$	.14	.07	

Note:  $n = 305$ ; entries corresponding to the predicting variables are coefficient effects,  $\beta$ , with standard errors appearing in parentheses. PSS = perceived supervisor support, WE = work engagement, TI = turnover intention.

\*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$ .

Table 7: Results of Hierarchical Linear Modelling: Testing H6

Variables	TI	
	M 1	M 2
<b>Intercept</b>	1.78 (.04) ***	1.77 (.05) ***
<b>Level 1</b>		
Gender	-.04 (.11)	-.03 (.09)
Age	.04 (.04)	.04 (.05)
Education	-.10 (.08)	-.11 (.07)
Experience	-.02 (.03)	-.03 (.04)
PSS	-.11 (.04) ***	-.11 (.04) ***
<b>Level 2</b>		
Authentic leadership (AL)	-.38 (.06) ***	-.38 (.07) ***
<b>Cross-level interaction</b>		
PSS X AL		-.13 (.07) *
<b>Model fit</b>		
Deviance	653.59	659.98
$\Delta D$ ( $\Delta df$ )	-	6.39

*Note:* For employee level measures (Level 1),  $n = 305$ ; for group level measure (Level 2),  $n = 57$ ; entries corresponding to the predicting variables are estimations of the fixed effects,  $\gamma$ , with standard errors appearing in parentheses. PSS = perceived supervisor support; TI = turnover intention. Following Ling et al. (2016), model fit was tested utilizing the deviance and difference in deviance. Deviance is a measure of model fit with smaller values expressing better fit.

\*  $p < 0.1$ , \*\*  $p < .05$ , \*\*\*  $p < .01$ .

### 6.5.2 Moderation Effect Testing

Hypothesis 6 predicted that authentic leadership should moderate the relationship between PSS and TI. In accordance with McClelland and Judd (1993) and Özduran and Tanova (2017), it is difficult to find significant interaction impacts in cross-level interaction analysis. Thus, this study measures the cross-level interaction between perceived supervisor support and authentic leadership based on 0.1 significance level. The findings in Table 7 supported this prediction that the cross-level interaction of AL and PSS significantly affects the employees' turnover

intention (Model 2,  $\gamma = -.13$ ,  $p < .10$ ). Model 2 brings developments to model fit in comparison to model 1; ( $\Delta df = 6.39$ ,  $p < .01$ ). Figure 2 demonstrates the nature of this significant interaction influence (Authentic Leadership  $\times$  Perceived Supervisor Support) on turnover intention graphically. This research found that the negative influence of PSS on TI was stronger with a high level of authentic leadership (one standard deviation above the mean) than with low authentic leadership (one standard deviation below the mean). In addition, following the procedure recommended by Preacher, Curran, and Bauer (2006), a simple slope analysis indicated that perceived supervisor support was found to be more negatively associated with TI when the level of authentic leadership was high (slope =  $-.232$ ,  $t = -3.298$ ,  $p < .001$ ), rather than low (slope =  $-.094$ ,  $t = -2.419$ ,  $p < .05$ ). In sum, authentic leadership fortifies the strength of the negative influence of PSS on TI. These results further supported the moderating effect of authentic leadership as predicted in Hypothesis 6.

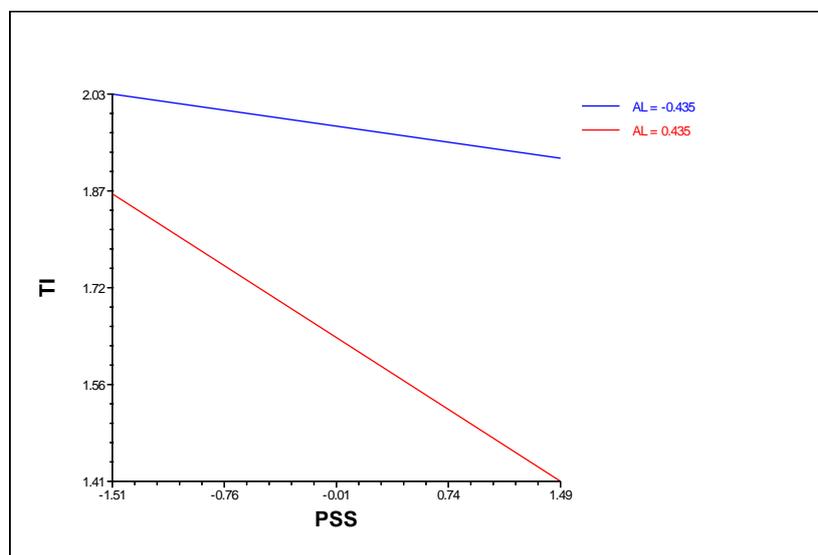


Figure 2: Moderating Effect of Authentic Leadership

## Chapter 7

### DISCUSSION and CONCLUSION

Building on SET and SIT, this research is among the first to propose and empirically examine an integrated model of the associations among the variables displayed in Figure 1. With new evidence regarding the effects of PSS and AL on seasonal employees' WE and TI, the results highlight the importance of AL and perceived supervisor support on retention of seasonal workers in the hospitality sector. In addition, one of the important results of this research is that it points to the significance of AL in understanding the link from seasonal hotel employees' perception of support given by their supervisors to their turnover intention. Filling an important void in the literature, this study first found the moderator role of authentic leadership that might help realizing the factors triggering the negative influence of PSS on the employees' TI.

#### 7.1 Strengthen of the Study

The present research investigated the study model proposing the influences of perceived supervisor support and AL on seasonal hotel employees' work engagement and turnover intention. In addition, this empirical work also tested the role of AL as a moderator on the association between perceived supervisor support and turnover intention through data collected from seasonal hotel employees. This empirical work makes contribution to the hospitality literature at least in three directions.

First, because there are contradictory findings concerning the influence of PSS on turnover intention in the management literature (Firth et al., 2004), this

research attempted to identify this association via data gathered from seasonal employees working in hotel organizations in Antalya. The results of this work revealed that PSS is a key determinant to decrease seasonal employees' TI on the basis of the recommendations of the SET.

The second contribution of this work is related with the study sample. To date, many researches have taken all employees into account as the same workforce, regardless of their status as seasonal or permanent, which is a common study mistake (Clinebell & Clinebell, 2007). Particularly, the existing knowledge concerning the variables presented in this study derived from previous studies concentrating on full-time employees in the hospitality setting. To extend the knowledge, there has been a necessity for more investigations examining data collected from seasonal workers. Moreover, as indicated above sections, virtually 40% of the European citizens go on holiday during summer period, which results in the employment rate to double particularly in Mediterranean destinations, like Turkey and Greece. Thus, this work considerably contributes to the hospitality industry via investigating the proposed hypotheses through data gathered from seasonal workers with a one-month time lag in Antalya, Turkey.

Third, usage of the social identity theory and empirical evidence regarding the effect of PSS on TI with the inclusion of authentic leadership in the hospitality is still sparse. That is, a careful examination of hospitality service literature depicts that authentic leadership is particularly underexplored in the hospitality industry (Ling, Liu, & Wu, 2017). In addition, considering the possible strong moderating role of authentic leadership, it can be possible that the negative message or signal sent to the seasonal hotel employees would also be prevented so that the employees could not lose their personal or social resources and would prefer to stay in secure while hiring,

rewarding, promoting, appraising and so forth. Therefore, this leadership deserves careful attention and transparent examination which has proven itself by positively influencing the vital job outcomes such as employees' extra effort, work engagement, and job embeddedness (Peus et al., 2012; Azanza et al., 2015; Gatling, Kang, & Kim, 2016; Ling et al., 2017).

## **7.2 Theoretical Implications**

As indicated above, due to high turnover rate, the hospitality industry's continuing quest for revealing ways to retain the employee remains a major managerial challenge (Tracey & Hinkin, 2008; Karatepe, 2013). To date, several researches have tried to examine the antecedents and consequences of this turnover challenge because it has costs, like low service quality, low profitability, reduced employee morale and motivation (e.g., Huselid, 1995; Tracey & Hinkin, 2008; Karatepe, 2014) for hotel organizations. Particularly in the high season, with customers' expectations, retaining skilled and competent seasonal employees is vital. One of the potential remedies is the direct usage of PSS to reduce employee intention to leave, and another is employee work engagement through supervisor support. But, several researches cannot reveal a direct influence of PSS on TI and recommended that more investigations be conducted (Eisenberger et al., 2002; Cho et al., 2009). In an effort to improve the domain of research, the present study examined and revealed a direct link between PSS and seasonal workers' TI. Therefore, it adds to the literature on the association between PSS and TI, illuminating the mixed findings.

This research shows that PSS has a significant positive influence on seasonal employee's WE. The finding is congruent with the results of past researches, which discovered a positive significant influence of PSS on WE (Saks, 2006; Swanberg et al., 2011).

Furthermore, the results of this study show that WE does not mediate the influence of PSS on TI. Supervisor support directly results in high level of employee intention to remain within the hotel organization without the mediating influence of work engagement as several scholars contended (Halbesleben & Wheeler, 2008; Karatepe & Ngeche, 2012). In this sense, perceived supervisor support is a key determinant reducing employee turnover intention. Moreover, according to the results, work engagement does not mediate the influence of authentic leadership on seasonal employee's TI. The results of HLM show that AL directly reduces seasonal hotel employee's turnover intention. That is, work engagement is not a mechanism between predictor and outcome variables in this study.

Additionally, another contribution to the hospitality literature is that this study set out to investigate authentic leadership as possible moderator of the association between PSS and TI. This study tested the link first time through multi-level design in which employees are nested within their departments. Such a framework did permit aggregation of individual evaluations. For example, authentic leadership was taken as group level variable. This study associated authentic leadership with seasonal hotel employee's reports on perceived supervisor support and turnover intention. This research first found that authentic leadership and perceived supervisor support interaction reduced the turnover intention which contributes to explaining variance in seasonal employee's reports on TI. The negative influence of PSS on TI was stronger under the condition of high authentic leadership. This is another valuable finding confirming authentic leadership's vital role in keeping and retaining competent seasonal workers in the hospitality sector.

The respondents' profile showed that more than half of the participating employees had a higher education degree. This result was not specifically interesting

because, as in several countries in the world, the unemployment is one of the biggest challenges in Turkey because of the rapid expansion of higher education (Özoğlu, Gür, & Gümüş, 2016), and seasonal works at 5-star hotel organizations do attract university graduates looking for experience in a multi-cultural work environment. Another reason can be that the hotel managements prefer more educated individuals to ensure high service quality standard. To illustrate, an empirical study of Collins (2007, p. 80) supported this finding, indicating, “The five-star hotels surveyed had a more highly educated group of personnel: 24 per cent had an elementary school education, 38 per cent were high-school graduates and 38 per cent had higher education degrees”. In sum, university graduates can choose such hotel facilities particularly throughout the high tourism season because of the shortage of works and the need to improve necessary work experience in a multi-cultural work setting and to financially contribute to their families.

Contrary to the findings of Ng and Sorensen (2008), the results of this research showed that seasonal workers with more work experience needed less support from their supervisors. In addition, the results also demonstrated that there was a significant association among WE, gender, and age. According to the finding, male and older seasonal workers are more engaged than others. This is also a significant result, since a great deal of researches cannot find such significant effects of age and gender on employee’s WE (e.g., Garg, 2014).

### **7.3 Practical Implications**

In light of the findings, important practical contributions could be presented to hotels that are intensely exposed to seasonality and high turnover in the hospitality sector. First, for previous studies described seasonal workers as being less engaged than permanent workers (Ainsworth & Purss, 2009), hotel managers should ensure

justice in the organization by equally supporting to these employees in the course of training, performance evaluation, rewarding, development, etc., in order to keep more engaged seasonal hotel workers (Saks, 2006). Otherwise, these workers might feel themselves as discriminated ones who are less engaged than permanent employees due to less support given by their supervisors.

Second, the findings showed that seasonal workers with longer-tenure needed less support from their supervisors than others because PSS can be few important in defining the experienced workers' job outcomes and work-related behaviours (e.g., job performance). In other words, longer-tenure employees are more talented to develop psychological defences to combat work pressures (Ng & Sorensen, 2008). Therefore, hotel managers ought to provide necessary supervisor support specifically to inexperienced seasonal hotel workers for dealing with problems like work pressure, role conflict, and job stress.

Third, hotel managements must place high importance on re-employing the previous successful seasonal workers in the next season and make these employees feel a sense of belonging to the corporation. They ought to maintain their relationship with the workers in the low season period and avoid disregarding the difficulties that the employees face during this period in order to foster engagement. In this sense, they might ensure the affiliation of the seasonal employees who are not promoted as permanent workers, owing to the lack of a permanent position with the organization by satisfying their needs in the winter season, such as suspending system where employees insurance are paid during the low season and their contracts are not terminated to motivate employees for reemploying in the next season.

Fourth, since a timely training bringing about increased work engagement is a vital job resource in service jobs (Salanova et al., 2005), hotel managers could equip

the seasonal employees with the training necessary to contribute to their career development rather than receiving similar or repetitive trainings. They may also empower competent seasonal workers by ensuring them the authority to conduct policies and by backing up members' decisions. Moreover, they should establish a system of payment and awards based on the idea of equal pay for equal work, because rewards and recognition policies carried out by supervisors are the one of the keys for boosting mitigated turnover intention.

Fifth, the results showed that seasonal workers' intention to leave can be reduced by enhancing their perceptions of supervisor support. Thus, hospitality facilities should encourage managers to be more efficient in improving themselves as a fundamental resource of support in the corporation, which will in turn result in increased organizational support and reduced intention to leave.

Sixth, hospitality facilities can further increase their followers' perceptions of POS via following the aforementioned recommendations concerning PSS because the workers can feel supervisor support as an indicator of the corporation's support (Eisenberger et al., 2002). But, the managements have to regard that engagement in supervisor only transforms to engagement in the corporation as long as the followers see their managers as somewhat engaged in the corporation (Maertz & Griffeth, 2004). In other words, particular engagement in managers can even increase employee intention to leave if a loyalty-inspiring manager leaves the corporation (Maertz, Stevens, & Campion, 2003). Therefore, managers or supervisors individually and psychologically engaged in the hotel facility deserve consideration as a cure to reduce seasonal hotel employees' TI (Maertz et al., 2007).

Last, chief among the research's managerial contributions is the significance of authentic leadership in moderating the influence of PSS on seasonal hotel

employee's TI. This leadership style may be quite efficient for mitigating unfair management practices because these procedures are incongruous with authentic leaders' moral principles. For management in the hospitality industry, this finding could be useful to mitigate the turnover ratio among seasonal employees in the five-star hotel organizations. Therefore, training programs, which target to develop supervisors' authentic leadership abilities and skills, should be primarily provided for the owners/top managers and then to the middle-level managers so that this can bring important knowledge and experiences in the short-run to upper-level positions and positive signals to bottom-lines in the long-run, because specific forms of leadership behavior could be learnt and adjusted (Wu et al., 2013).

#### **7.4 Limitations and Directions for Future Studies**

There have been several limitations in the present work that warrant future exploration to expand the results of this study. This research may still be constrained by common method bias because data were gathered from a single resource, even though the threat of this bias driving the results of this study is significantly mitigated by the carrying out of time lag, CFA and Harman's one-factor analysis.

The data in this study were gathered from five-star hotels operating in Antalya, Turkey. Similar data collections could be carried out in different destinations, countries, and also industries like banking and manufacturing so that we can have a better comprehension of the generalizability and limiting situations for the study model. Directions for future exploration include a cross-culturally examining of the validity of the proposed model.

Moreover, the possible influences of recent leadership approaches like inclusive leadership and servant leadership were not examined in the current

research. Investigating such other leadership approaches as a moderator on the effect of PSS upon seasonal hotel employee's TI can probably pay dividends.

Additionally, other direction for future empirical investigation includes an examining of the links among the above illustrated study variables from the seasonal employees working other facilities, such as three and four star hotels. The probable diversities of further researches' results allow contrasting the relationships of the variables with our findings and extending the current knowledge regarding the study model.

Lastly, it would be helpful to study the extent to which WE not only results from perceived supervisor support, but the other determinants, such as organizational support, job characteristics, high performance work practices, and job security may also result in high levels of employee work engagement. The mediating mechanism of work engagement may function on the relationship among the above-mentioned variables. In addition, there can be other consequences of perceived supervisor support, such as employee job embeddedness, reduced emotional exhaustion, low levels of intention to service sabotage, low levels of job search behaviours, and so forth in hotel facilities. Therefore, the present research proposes further investigation in these directions.

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## **APPENDIX**

## Survey Items

### Perceived Supervisor Support:

1. My supervisor encourages employees .....
2. My supervisor shows .....
3. My supervisor encourages .....
4. My supervisor .....
5. My supervisor encourages .....

### Authentic Leadership:

My leader:

1. says exactly.....
2. admits mistakes.....
3. encourages .....
4. tells you .....
5. displays emotions .....
6. demonstrates beliefs .....
7. makes decisions .....
8. asks you to take .....
9. makes difficult decisions .....
10. solicits views .....
11. analyzes relevant data .....
12. listens carefully .....
13. seeks feedback .....
14. accurately describes .....
15. knows when .....

16. shows he or she understands.....

**Work Engagement:**

1. At my work, I .....
2. At my job, I .....
3. I am enthusiastic .....
4. My job .....
5. When I get up .....
6. I feel happy .....
7. I am proud of .....
8. I am immersed .....
9. I get carried .....

**Turnover Intention:**

1. I often think .....
2. It would not take .....
3. I will probably .....