

Antecedents and Consequences of Work Engagement in Hospitality Industry in Russia

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ABSTRACT

The current study aimed to develop and test a research model that examines the effects of personal and job resources, namely proactive personality and idiosyncratic deals, on work engagement, creative performance, and proactive customer service performance. Specifically, work engagement plays a mediating role of the impact of proactive personality and idiosyncratic deals on creative performance and proactive customer service performance. The conceptual model and the investigated relationships were assessed based on the data obtained from frontline employees in the four- and five-star hotels in Saint Petersburg in Russia.

The findings of this research confirm the positive effect of proactive personality and idiosyncratic deals on employees' work engagement. Employees' proactive personality is positively related to their job performance, whereas idiosyncratic deals are not. Work engagement also improves employees' job performance (e.g., creative performance and proactive customer service performance). Moreover, work engagement plays as a partial mediator in the relationship between proactive personality and creative performance. Nevertheless, the effect of idiosyncratic deals on job performance and the mediating role of work engagement on this relationship are not empirically supported.

In addition, based on the study's results, theoretical and managerial implications are suggested. This thesis provides the limitations of this study. The directions for future researches are also presented.

Keywords: Work Engagement; Proactive Personality; Idiosyncratic Deals; Creative Performance; Proactive Customer Service Performance; Frontline Hotel Employees; Russia.

ÖZ

Bu çalışmada, kişisel ve iş kaynaklarının, yani proaktif kişilik ve kişisel anlaşmaların, iş ilişkisi, yaratıcı performans ve proaktif müşteri hizmetleri performansı üzerindeki etkilerini inceleyen bir araştırma modelinin geliştirilmesi ve test edilmesi amaçlanmıştır. Özellikle, işe bağlılık proaktif kişiliğin ve kendine özgü fırsatların yaratıcı performans ve proaktif müşteri hizmetleri performansı üzerindeki etkisinin aracılık ettiği bir rol oynamaktadır.

Araştırma çerçevesinde, avramsal model ve araştırılan ilişkiler, Saint Petersburg Rusya'daki dört ve beş yıldızlı otellerdeki ön saflarda çalışanlardan elde edilen verilere dayanılarak değerlendirilmiştir. Bu araştırmanın bulguları, proaktif kişiliğin ve kendine özgü fırsatların çalışanların işe alımında olumlu etkisini doğrulamaktadır. Çalışanların proaktif kişilikleri iş performansı ile pozitif yönden ilişkiliyken, ahlaka aykırı işler değildir. İşe giriş, çalışanların iş performansını da artırır (ör., Yaratıcı performans ve proaktif müşteri hizmetleri performansı). Dahası, işe giriş, proaktif kişilik ile yaratıcı performans arasındaki ilişkide kısmi arabulucu rol oynamaktadır. Bununla birlikte, ahlaka aykırı anlaşmaların iş performansı ve iş ilişkisinin aracılık rolü üzerindeki etkisi bu ampirik olarak desteklenmemektedir. Buna ek olarak, çalışmanın sonuçlarına dayanarak teorik ve yönetsel sonuçlar önerilmektedir.

Öte yandan, çalışmanın sonuçları kısıtlamalar çerçevesinde teorik ve yönetsel etkileri önerilmiş ve gelecekteki araştırmalara yönelik önerilerde de bulunulmuştur.

Anahtar Kelimeler: İŖe Baęımlılık; Proaktif KiŖilik; Özel Fırsatlar; Yaratıcı Performans; Proaktif Müşteri Hizmet Performansı; Müşteriyle Doğrudan Temas Halinde Olan Otel Çalışanları; Rusya.

DEDICATION

To

My Mother Tamara Ermakova

*For her unconditional love, invaluable support and
encouragement*

My Grandmother Lucia Krapiva

For being my first teacher

My Sisters Alina and Karina

For believing in me

My Nephews Mikhail, Semyon, and Timofey

For pure love which inspires to go forward

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TABLE OF CONTENT

ABSTRACT	iii
ÖZ	v
DEDICATION	viii
ACKNOWLEDGMENT	viii
LIST OF TABLES	xiii
LIST OF FIGURES	xiii
LIST OF ABBREVIATIONS	xiv
1 INTRODUCTION	1
1.1 Rationale of the Study	1
1.2 Aims and Objectives	4
1.3 Importance of the Study	5
1.4 Proposed Methodology.....	7
1.5 Structure of the Study	9
2 LITERATURE REVIEW.....	11
2.1 PP.....	11
2.2 I-Deals	13
2.3 WE.....	16
2.4 CP	18
2.5 PCSP.....	19
3 RESEARCH HYPOTHESES	21

3.1 Conceptual Model	21
3.2 Hypotheses Development.....	23
3.2.1 PP and WE.....	23
3.2.2 I-Deals and WE.....	24
3.2.3 PP and Employees' Performance.....	25
3.2.4 I-Deals and Employees' Performance	25
3.2.5 WE and Employees' Performance	26
3.2.6 WE as a Mediator	27
4 METHODOLOGY.....	29
4.1 Deductive Approach.....	29
4.2 Sample and Data Collection	29
4.3 Questionnaire Structure and Measure	30
4.3.1 Questionnaire Structure	30
4.3.2 Measures	31
4.3.2.1 PP	31
4.3.2.2 I-Deals.....	31
4.3.2.3 WE	31
4.3.2.4 CP.....	32
4.3.2.5 PCSP	32
4.4 Data Analysis	32
5 RESULTS	34
5.1 Respondents' Profile	34

5.2 Exploratory Factor Analysis and Correlations	35
5.3 Model Test Results	38
6 DISCUSSION AND CONCLUSION	41
6.1 Evaluation of Findings	41
6.2 Theoretical Implications	44
6.3 Implications for Managers.....	45
6.4 Limitations and Future Research Direction.....	46
6.5 Conclusion	47
REFERENCES.....	49
APPENDICES	63
Appendix A: Questionnaires Time I	64
Appendix B: Questionnaires Time II	67

LIST OF TABLES

Table 1. Demographic Breakdown of the Sample (n = 94)	33
Table 2. Scale Items, Exploratory Factor Analysis and Internal Consistency Reliability.....	35
Table 3. Means, Standard Deviations and Correlations of the Study variables.....	36
Table 4. Hierarchical Multiple Regression Analysis Results: Direct Effects	37
Table 5. Hierarchical Multiple Regression Analysis Results: Indirect Effects.....	38

LIST OF FIGURES

Figure 1. Conceptual Model.....	20
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LIST OF ABBREVIATIONS

CP	Creative Performance
FHEs	Frontline Hotel Employees
I-Deals	Idiosyncratic Deals
JD-R	Job Demand-Resources
PP	Proactive Personality
PCSP	Proactive Customer Service Performance
T-Ideals	Task I-Deals
WE	Work Engagement

Chapter 1

INTRODUCTION

The current chapter introduces the predictors and consequences of work engagement (WE) that are investigated in this thesis via a sample of frontline hotel employees (FHEs) in Russia. This chapter describes the aims, objectives of this research, as well as its contribution to the hospitality management literature. Furthermore, information regarding sampling, data collection, and proposed methodology is also provided.

1.1 Rationale of the Study

Nowadays, within highly competitive and dynamic hospitality market environment, hotel management is seeking different ways to retain their FHEs by improving employees' working conditions, well-being and satisfaction in the workplace. One of the main responsibilities of managers is to attract and retain the most skillful and outstanding personnel. Management needs to motivate them to get engaged and 'go the extra mile' in order to increase service quality, guests' satisfaction and, consequently, provide a competitive advantage for their organizations (Bakker & Demerouti, 2008).

FHEs are essential components for the hospitality business' success. They experience every day face-to-face interactions with the guests, provide genuine service experience and assist their customers in solving their unique and sometimes unexpected problems (Karatepe, 2015). Within such emotionally intensive working settings, where standardized rules are not effective, employees' proactive personality

(PP) is essential for hospitality organizations (Rofcanin, Berber, Koch, & Sevinc, 2016). Employees with PP are engrossed in their job, are more satisfied with their work and display higher job performance (Baba et. al., 2009; Li, Wang, Gao, & You, 2017; Shi et al., 2010). In addition, the availability of work arrangements motivates employees to get more committed to their job (Rousseau, Ho, & Greenberg, 2006) and perform better.

The significant role FHEs play within the hotel organizations is constantly highlighted and numerous researches are conducted in order to improve the current knowledge regarding drivers of positive employees' outcomes. In this context, the associations between employees' PP, idiosyncratic deals (I-Deals), WE, creative performance (CP), and proactive customer service performance (PCSP) can provide a comprehensive understanding regarding the effects of individual and organizational drivers on WE and their positive job outcomes.

The concept of WE refers to employees' enthusiasm, high level of attachment, energy at work, and leads to the improvement of employees' performance (Bakker & Demerouti, 2008). The current data base demonstrates that personal resources (e.g., PP) and job resources (e.g., I-Deals) individually or jointly positively affect employees' WE.

Personal resources are positive personal capacities which enable employees to stay optimistic, cope with pressure, and achieve personal goals (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). Job resources are those job characteristics, which help to reduce job demands in the workplace and encourage employees to achieve work-related goals and personal growth (Schaufeli & Bakker, 2006). WE is

predicted by employees' personal resources (e.g., job resourcefulness, customer orientation, optimism, organizational-based self-esteem, and self-efficacy) alongside available job resources (e.g., supervisor support, conditions), which enhance positive work outcomes, such as job performance, creative performance, job satisfaction, affective organizational commitment, and turnover intentions (Karatepe, 2012; Karatepe & Aga, 2012; Xanthopolou, Bakker, Demerouti, & Schaufeli, 2009).

The current study aims to examine specific personal and job resources, as potential predictors of WE and employees' job performance. The personal resource investigated in the current study is PP, a proactive personal trait, which denotes initiative behavior that can change existing working settings. I-Deals, as a job resource, refer to proactive behavior at work, and are characterized as an agreement between employees and supervisors regarding work-related issues. Employees' job performance investigated in this research is examined in the form of CP and PCSP.

CP denotes employees' innovative thinking and acting in the workplace by implementing new ideas for performing work-related tasks (Ringelhan, Stumpf-Wollersheim, Ostermaier, Welpel, & Spörrle, 2016). PCSP describes employees' proactive actions and refers to foreseeing customers' needs and increasing guests' satisfaction (Rank, Carsten, Unger, & Spector, 2007). Thereby, the current study investigates PP and I-Deals, as the predictors of employees' WE and its consequences, more precisely, CP and PCSP.

The Job Demands-Resources (JD-R) theory is used to explain the relationships mentioned above. The JD-R model consists of two processes: health impairment and motivational processes (Bakker & Demerouti, 2007). Health impairment process of

the JD-R theory proposes that high job demands at work lead to employees' exhaustion, lack of energy and health problems and enhance employees' strain, which negatively reflect on their outcomes (e.g., job dissatisfaction, quitting intentions, poor health) (Bakker & Demerouti, 2007). The motivational process proposes that job resources play the motivational role by encouraging employees to be engaged, which leads to excellent employees' job performance (e.g., extra-role performance) (Bakker & Demerouti, 2007). The current study examines the effects of PP and I-Deals on WE, CP, and PCSP based on the motivational process of the JD-R model. This research also tests the impact of WE on the listed performance outcomes. As suggested, WE plays a mediating role in these relationships.

1.2 Aims and Objectives

FHEs experience high emotional pressure during intensive interactions with the guests. Therefore, managers seek to attract and retain engaged employees who can display high levels of job performance. In these working settings, it is important for the hospitality organizations to select individuals endowed with such personal resources that help them to handle high work demands and which enhance their job performance. In addition, by providing employees with necessary job resources, hotels organizations motivate them to successfully deliver quality service and display high levels of job performance.

The current study develops and examines the conceptual model which assesses the effects of PP (personal resource) and I-Deals (job resources) on WE, CP and PCSP with a sample of FHEs in Russia. Firstly, based on the JD-R model and in line with previous researches, personal and job resources enhance employees' WE (Karatepe, 2012; Xanthopoulou et al., 2009). Consistent with previous studies, this thesis

investigates two proactive constructs: I-Deals (e.g., job resources) and PP (e.g., personal resource), which can enhance employees' WE. Secondly, employees with high levels of PP and who are provided with I-Deals are able to change their work environment and obtain all the necessary tools in order to enhance their work outcomes. Therefore, this paper explores the effects of PP and I-Deals on employees' CP and PCSP. Finally, according to the motivational process of the JD-R model, employees who display PP and benefit of job resources (e.g., I-Deals) get more engaged in their work and consequently display higher work outcomes. That is, WE plays as a mediator in the above-mentioned relationships. FHEs within international hotel chains participated in the data collection with a ten-day time lag.

1.3 Importance of the Study

Scholars highlight the need for further investigation regarding the antecedents and consequences of WE (Burke, Koyuncu, Fiksenbaum, & Tekin, 2013; Paek, Schuckert, Kim, & Lee, 2015; Slåtten, & Mehmetoglu, 2011). Due to the importance of engaged employees within the hospitality organizations, the current research contributes to the hospitality management literature by examining predictors and outcomes of WE, which were not investigated before in the hospitality industry.

Burke et al. (2013) also suggested that research integrating personal resources alongside job resources is essential. Furthermore, research on I-Deals is in its early stages (Rousseau, Hornung, & Kim, 2009), therefore scholars encourage further investigation regarding I-Deals and their effects on employees' outcomes (Guerrero, Bentein, & Lapalme, 2014; Rosen, Slater, & Johnson, 2013). The literature regarding PP and I-Deals indicates their positive relationships (Ho & Tekleab, 2016; Seibert et

al., 2001) with organizational commitment. Nevertheless, the joint effects of PP and I-Deals on WE were not investigated before within hospitality industry.

More specifically, Yavas, Karatepe, and Babakus (2014) demonstrate that there is a strong and positive effect of job resources (e.g., empowerment, training, rewards) and personal resources (e.g., customer orientation, job resourcefulness) on employees' performance (in-role and extra-role performance) within hospital nurses. Karatepe (2013) indicates that job resources in the form of high-performance work practices positively influence job performance and extra-role customer service of FHEs. However, the investigation of such associations in hospitality industry is scarce. Since overall organizational performance is linked to the employees' creativity, additional knowledge of the possible predictors of CP is important (Ashkanasy, 2004).

Researches highlight the necessity of investigating and analyzing the possible antecedents of employees' CP since it allows organizations to stay competitive and innovative within the changing market environment (Ringelhan et al., 2016). Previous research indicates that trait personality initiative and organizational commitment are positively related to PCSP (Rank et al., 2007). Nevertheless, additional research on the individual determinants of CP and PCSP is needed. The present study contributes to the hospitality and management literature by examining the associations mentioned above and responding to such calls.

This research investigates the mentioned relationships within hospitality industry in Saint Petersburg, Russia. Russia is the biggest country in the world with rapidly growing international tourism arrivals (ITA). The number of ITA in the Russian

Federation grew by 5% in 2015 due to the cheaper ruble, and reached 31,3 million visitors (UNWTO Tourism Highlights, 2015). The main share of the Russian hotel market is located in Moscow and Saint Petersburg. According the data obtained from the Tourism Development Committee, Saint Petersburg has been visited by 6.9 million tourists in 2016. Therefore, the research was conducted in Saint Petersburg, a second largest city in Russia (Dzhandzhugazova, Zaitseva, Larionova, & Pervunin, 2015).

The growth of hotels in Russia is influenced by the increase in the number of international chain hotels (International Hotel Chains in Russia 2016, 2017). Since the majority of luxury hotels in Russia are international chain hotels, the level of the service is high due to the strict following European norms, standards, management system and training practices (Dusek, Clarke, Yurova, & Ruppel, 2016). The salaries in hotels are very low, and working within Russian hospitality industry does not provide a high social status, which leads to high employee turnover (Dzhandzhugazova et al., 2015). Hence, human resource managers of these international chains hotels continuously seek to attract and retain skillful and qualified personnel. Therefore, testing such relationships within the hospitality industry in Russia can significantly contribute to the current data base and provide practical implications for hotel management.

1.4 Proposed Methodology

This study uses a non-probability sampling in the form of judgmental sampling, which was considered the most appropriate technique for the current investigation. With judgmental sampling, the FHEs have been selected as the respondents based on the belief, that they represent the interest of the current research and most fully

reflect the investigated variables (Churchill, 1995). The role of FHEs in hospitality industry is significant, since they spend a great amount of their working time serving guests, handling with their problems and complains (Paek et al., 2015). Thereby, the data is collected in 4-star and 5-star international chain hotels in Saint Petersburg, Russia with a ten- day time lag among FHEs, namely, receptionists, concierges, bell boys, guest relations agents, waiters and waitresses.

Data is collected with a ten- day time lag in order to reduce common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Therefore, two different questionnaires were handed to FHEs for data collection. Time I questionnaire includes I-Deals, and PP measures. Time II questionnaire includes the measures for WE, CP, and PCSP.

The construct of PP is measured with 6 items adopted from Claes et al.'s (2005) six-item version of Bateman and Crant's (1993) Proactive Personality Scale. Task I-Deals (T-Ideals) are measured with a four-item scale from Hornung, Rousseau, Glaser, Angerer, and Weigl (2010). The responses to the items were measured using a 6-point scale (1= no special term 6= very high term). WE is measured with 9 items using the shortened version of the Utrecht WE scale (Schaufeli et al., 2006) with a 6-point Likert scale ranging from 6 (always) to 0 (never). Employees' CP (six items) was adapted from Wang and Netemeyer (2004). The responses to the items were measured using a five-point scale (5= almost always and 1= never). PCSP was measured with 7 items from Rank et al. (2007), with a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Questionnaires are translated from English into Russian and back by professional translators with Russian as native language using the back-translation method (Parameswaran & Yaprak, 1987). Moreover, pilot study is conducted with a pilot sample of five FHEs to make sure that the respondents clearly understood all the questions.

The frequency analysis shows the frequencies and percentage of FHE's age, gender, education, organizational tenure, marital status and number of children. Exploratory factor analysis was performed using SPSS22 to address validity. Cronbach's alpha was reported through reliability coefficients. Pearson correlation analysis is also performed. The specific conditions for mediation analysis and discriminant validity were assessed via correlations.

1.5 Structure of the Study

The research thesis consists of seven chapters. The introduction of the study including its aim and objective are presented in the first chapter. The chapter also includes the contribution of the study and its proposed methodology.

The second chapter covers the existing body of scientific literature about the examined constructs. This chapter highlights the relevant hospitality management literature regarding WE, its potential antecedents and consequences. Moreover, it describes personal and job resources in the workplace and their relationships with WE. Furthermore, employees' performance in the form of CP and PCSP are discussed in this chapter. The investigated relationships among PP, I-Deals, WE, CP, and PCSP are developed based on the JD-R theory.

The research hypotheses and conceptual model of the study are described in the third chapter. The fourth chapter includes methodology, the sample of the study as well as structure of the questionnaires and measures. In addition, data analysis and findings of the research are included in this chapter.

The fifth chapter provides findings and highlights the supported hypotheses. Overall discussions, implications, limitations, future research directions and conclusion of the study are discussed in chapter six.

Chapter 2

LITERATURE REVIEW

Information about the main concepts of the study is presented in this chapter. In other words, the effects of personal and job resources, namely, PP and I-Deals on WE and performance outcomes are discussed using empirical evidence from the extant literature. Furthermore, the relationships between WE, CP and PCSP are also explained in the current chapter. Lastly, the mediating role of WE on the above-mentioned relationships is highlighted.

2.1 PP

The emotional nature of FHEs' work leads to high level of stress. Such working settings impel hotel managers to seek and retain employees with personal traits which can help them to cope with such stressors.

The most widely examined personality traits are Big Five personality traits, which consists of five dimensions: neuroticism (emotional stability), extraversion, openness to experience, conscientiousness, and agreeableness (Barrick & Mount, 1991). Previous research shows that big five personality traits influence job performance via organizational commitment (Ahmad, Athar, & Hussain, 2016). Furthermore, personality traits such as openness, neuroticism and extroversion are positively related to affective organizational commitment (Kalyani & Saravanan, 2016). Apart from the five- factor model of personality traits, such employees' personality traits as trait self-efficacy and competitiveness were found vital for organizational success.

For example, previous studies indicate that self-efficacy and trait competitiveness positively influence organizational commitment and employees' performance (Oh & Wee, 2016; Schrock, Hughes, Fu, Richards, & Jones, 2016). Organization-based self-esteem and optimism, as personal resources, also predict WE (Barbier, Hansez, Chmiel, & Demerouti, 2013). In addition to the already investigated personality traits, PP has been recognized as a necessity for hospitality organizations (Baba, Tourigny, Wang, & Liu, 2009; Rofcanin et al., 2016), therefore examining its effects on FHEs' WE and work outcomes is deemed needed.

Proactive personality is considered as an employee' personal resource (Loi, Liu, Lama, & Xu, 2016), which refers to positive self-evaluations and initiative, and helps in managing stressors, achieving goals, personal growth and fulfilling (Xanthopoulou et al., 2009). The concept of PP is defined as "one who is relatively unconstrained by situational forces and who affects environmental change" (Bateman & Crant, 1993, p.105). In other words, PP is an employees' personal trait which reflects their ability to proactively change their working environment rather than just adapt to the existing settings (Bateman & Crant, 1993). This concept describes the employees who act on their own initiative in the work place, seek out opportunities, are ready to introduce new ideas, change conditions and their working environment into a more favorable way (Zhao, Peng, & Sheard, 2013).

Proactive employees are always ready to take actions and reshape their surrounding in order to have control over their work (Wrzesniewski & Dutton, 2001). Proactive personnel have the tendency to stay active and take initiative, searching for all possible paths in order to solve occurring problems at work (Bateman & Crant, 1993).

Moreover, proactive individuals develop their skills and improve working methods to better fulfill their tasks at work, thus, they are ready to respond to any kind of organizational problems in advance (Shi, Chen, & Zhou, 2010). However, employees who act proactively at work may not always be appreciated by supervisors and can be considered as a potential threat for organization (Zhao et al., 2013).

Previous researches demonstrate that together with other personality traits, PP is positively related employees' job satisfaction (Li et al., 2017), organizational commitment (Joo & Lim, 2009), WE (Yang, Yan, Fan, & Luo, 2017), and organizational citizenship behavior (Seibert et al., 2001). Moreover, prior studies indicate that PP improves employees' in-role performance (Baba et al., 2009; Shi et al., 2010). Empirical evidence within hospitality industry shows that PP positively influences work motivation and performance (Fuller & Marler, 2009) and employees' creativity at work (Horng, Tsai, Yang, & Liu, 2016; Ki, Hon, & Crant, 2009; Kim, Hon, & Lee, 2010). Furthermore, personal resources (e.g., intrinsic motivation, positive affectivity, self-efficacy) play as full mediators in the relationships between perceived organizational support and extra-role customer service (Karatepe, 2015). Nevertheless, other personality traits (e.g., PP) require further investigation in order to examine their influence on employees' job performance (Borman, 2004).

2.2 I-Deals

In addition to the personal resources, employees' job performance can be improved with the help of available job resources in the workplace. Under the umbrella of the JD-R theory, job resources are defined as those positive job aspects, which may support employees in achieving their work-related goals, foster personal

development and progress, and deal with job demands (Schaufeli & Bakker, 2004). Previous studies demonstrate a strong connection between job resources (e.g., job control, learning and developmental opportunities, supervisor support, good organizational climate, autonomy at work, access to information) and WE (Hakanen, Barker, & Schaufeli, 2006; Weigl et al., 2014). Moreover, job resources within high job demand working settings boost employees' WE (Barbier et al., 2013).

The hotel industry, which is characterized as a dynamic and rapidly changing environment, impels hospitality organizations to provide job resources such as I-Deals. The construct of I-Deals is oriented towards employees' proactive behavior at work. I-Deals are based on the personalized work agreement between employee and supervisor regarding the changes in daily working conditions in order to meet specific individual needs (Rofcanin et al, 2016). These agreements can include payment issues, flexible time table, growth opportunities, abilities to develop skills and knowledge (Guerrero, et al., 2014). I-Deals are based on the support supervisors provide to employees to modify their current tasks in a preferable way (Rofcanin et al, 2016). I-Deals can be arranged by employees or employers and are aimed to provide advantages for both personnel and management (Rousseau et al., 2006).

The practice of negotiating I-Deals is usually used in the organizations where there is a need to quickly respond to the changing environment while remaining creative and innovative (Rousseau et al., 2006). Managers believe that employees' loyalty and motivation to perform better is predicted by I-Deals (Ng & Feldman, 2010), therefore, hospitality organizations which implement such agreements can enhance employees' job performance.

The general construct of I-Deals consists of three elements, namely task, career and flexibility I-Deals (Hornung, Rousseau, Weigl, Mueller, & Glaser, 2014). T-Ideals refer to the job content itself and aim to highly motivate employees to perform their duties and make the working process more enjoyable for them (Hornung et al., 2014).

Career I-Deals are oriented towards employees' opportunities for career growth and personal development (Hornung et al., 2014). Finally, flexibility I-Deals are focused on the balancing job and family life by arranging flexible timetable for employees and, therefore, give them an opportunity to combine work and private lives in order to avoid work-family conflicts (Hornung et al., 2014).

Nevertheless, I-Deals may vary from one employee to another since it is a personalized agreement where supervisor can provide different arrangements for employees (Rousseau et al., 2009). The current study investigates the construct of I-Deals in the form of T-Ideals, since negotiating agreements regarding job's content to employees makes them to feel appreciated and valued by the company, and increase the level of WE (Hornung et al., 2014).

The availability of I-Deals makes employees to feel themselves special and therefore increases their commitment and their intention to stay with the organization (Rousseau, 2009). Furthermore, empirical evidence regarding I-Deals highlights that they positively influence job satisfaction and affective commitment, and negatively influence turnover intentions (Ho & Tekleab, 2016). The research on I-Deals is in its early stage (Rousseau et al., 2009), therefore, further investigations regarding the consequences of I-Deals in workplace and their influence on job performance,

especially within the hospitality industry are required (Guerrero et al., 2014; Rosen et al., 2013). This is essential as I-Deals may provide employees with the necessary resources which can increase WE and improve employees' job outcomes.

2.3 WE

The concept of WE is defined as “a positive, fulfilling, work-related state of mind” (Schaufeli & Bakker, 2004, p. 295). The construct of WE consists of vigor, dedication, and absorption (Schaufeli, Salanova, Roma, & Bakker, 2002). Vigor is defined as the level of employees' energy at work, their willing to make an effort in order to complete work-related task, and resist the stress even when the problems occur (Bakker & Demerouti, 2008). Dedication manifests when employees are enthusiastic, inspired at work, and are proud of what they do (Bakker & Demerouti, 2008). Absorption refers to being highly attached to the work-related tasks without paying attention on the amount of time they spent on it (Bakker & Demerouti, 2008).

The concept of WE is vital for hospitality industry since it leads to more effective and efficient performance and thus, positively influences work outcomes (e.g., job and creative performance) (Karatepe, 2012). Thence, hospitality organizations seek to engage employees in their workplace in order to improve job performance (Bakker & Demerouti, 2008).

Engaged employees are focused, enthusiastic, positive at work, and proud of their job (Paek et al., 2015). Employees with high level of WE are ready to work harder, make an effort and do their best to help their organization to become successful and achieve its goals (Paek et al., 2015). Engaged employees have high self- efficacy and consider their tiredness after work as a pleasant state (Bakker & Demerouti, 2008).

The most significant reason why engaged employees display a better performance is that they are able to mobilize their personal resources when needed and also to develop new ones (Bakker & Demerouti, 2008).

Researches show that employees' WE is driven by both personal and job resources (Bakker & Demerouti, 2007; Barbier et al., 2013; Hakanen, Perhoniemi, & Toppinen-Tanner, 2008; Xanthopolou et al., 2009). Previous studies indicated that there is a positive link between job resources (e.g., supervisor support, autonomy at work) and WE (Bakker & Demerouti, 2008; Karatepe, 2012; Weigl et al., 2014). Prior researches proposed that personal resources (e.g., organization-based self-esteem, optimism, self-efficacy, active coping) are also positively related to WE (Weigl et al., 2010; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007; Xanthopolou et al., 2009). Hornung et al. (2010) demonstrate that T-Ideals influences WE via mediating role of work characteristics.

For example, Chung and Angeline (2010) show that WE plays a mediating role between job resources and job performance (e.g., in-role and extra-role performance). Moreover, Karatepe and Aga (2012) demonstrate that WE fully mediates the relationships between personal traits (e.g., customer orientation and job resourcefulness) and affective organizational commitment. Karatepe and Olugbade (2016) show that WE is predicted by job resources in the form of high-performance work practices (e.g., career opportunities, teamwork, job security, selective staffing), which improve FHEs' job performance (service recovery performance and CP). Since proactive employees are highly involved in their working environment, they

are strongly engaged in their job as well, therefore, research shows that PP can foster WE (Christian, Garza, & Slaughter, 2011; Yang et al., 2017).

2.4 CP

Creativity is one of the critical success factors for a dynamic hospitality market environment (Hon, 2012). Managers pursue strategies to foster employees' creativity and increase their creative performance in order to make them react innovatively to the rapidly changing working settings (Hon, 2012).

Job resources such as: autonomy, social support, performance feedback, professional development, availability of resources, existing regulations have positive impact on creativity (Yeh & Huan, 2017) with the help of personal resources (e.g., self-efficacy, resiliency) and work engagement (Bakker & Xanthopoulou, 2013). Moreover, by having assigned goals, employees are more likely to perform creatively in the workplace (Ringelhan et al., 2016).

Creative employees are more likely to display high levels of CP. CP is the employees' ability to act innovatively and implement novel ideas in the workplace (Ringelhan et al., 2016). Previous investigations indicate that job resources (e.g., rewards systems) can foster employees' CP (Glaser, Seubert, Hornung, & Herbig, 2015; Hon & Rensvold, 2006). Empirical evidence regarding employees' creativity highlighted that CP is the result of both individual and situational characteristics (Hon & Rensvold, 2006). Therefore, further investigation of such constructs (e.g., PP and I-Deals) as antecedents of CP is needed.

2.5 PCSP

The diverse nature of customers' needs and preferences requires FHEs to take initiative and be proactive during interactions with customers since following only standardized rules may not satisfy customers' requests and solve their problems. Under these circumstances, FHEs are often impelled to demonstrate and engage into PCSP as the form of service employees' proactive performance.

The concept of PCSP refers to employees' proactive acting and their ability to innovatively identify ways to improve service quality, satisfy customers, and foresee their problems. Proactive customer service employees are ready to 'go the extra mile' beyond job functions in order to meet customer expectations and delight them without supervisors' directives (Li, Chen, Lyu, & Qiu, 2016).

There are three main components of PCSP: self-started, long-term oriented and persistent service behavior (Rank et al., 2007). PCSP is a self-started behavior since proactive customer service employees are making decisions regarding customers by themselves without any instructions from managers. PCSP is long-oriented since it refers to the employees' ability to anticipate guests' needs in advance before service encounters have occurred (Chen, Lyu, Li, Zhou, & Li, 2016). Persistent service behavior refers to providing high quality service to customers and also going through all stages of the service delivery and monitoring feedback (Rank et al., 2007).

PCSP determines employees to use all types of existing resources to deliver high quality service to customers (Raub & Liao, 2012). Empirical evidence regarding PCSP indicates that trait personality initiative and affective organizational commitment are positively related to PCSP (Rank et al., 2007). Previous research

indicated that high-involvement practices positively influence the effects on PCSP via perceived organizational support (Chen et al., 2016). Furthermore, PCSP can be predicted by ethical work climate (Lau, Tong, Lien, Hsu, & Chong, 2017). Nevertheless, researches regarding the impact of job and personal resources on PCSP are scarce. Therefore, there is a need for further research concerning predictors of PCSP within hospitality industry.

Chapter 3

RESEARCH HYPOTHESES

This chapter presents the conceptual model which is tested in the current study. The developed hypotheses are also explained in this chapter. Personal resources are tested in the form of PP, while job resources are represented by I-Deals. Employees' performance is examined in the form of CP and PCSP. This chapter also describes the mediating role of WE on the relationships between both personal and job resources and employees' performance.

3.1 Conceptual Model

Improving FHEs' job performance is one of the key concerns of hotel management. Employees' performance can be enhanced with the help of both personal and job resources. That is, due to the challenging working conditions in the hospitality industry, hiring employees with personality traits, suitable for service jobs is important. In additions, management can provide these employees with all the necessary job resources in order to increase employees' WE and job performance. The current study focuses on PP (personal resource) and I-Deals (job resource), as important antecedents of WE (Bakker & Demerouti, 2007; Barbier et al., 2013). Moreover, PP and I-Deals can enable employees to perform better in the workplace and display CP and PCSP. In this process, WE mediates the effect of PP and I-Deals on employees' job performance (CP, PCSP). The research model is presented in Figure 1.

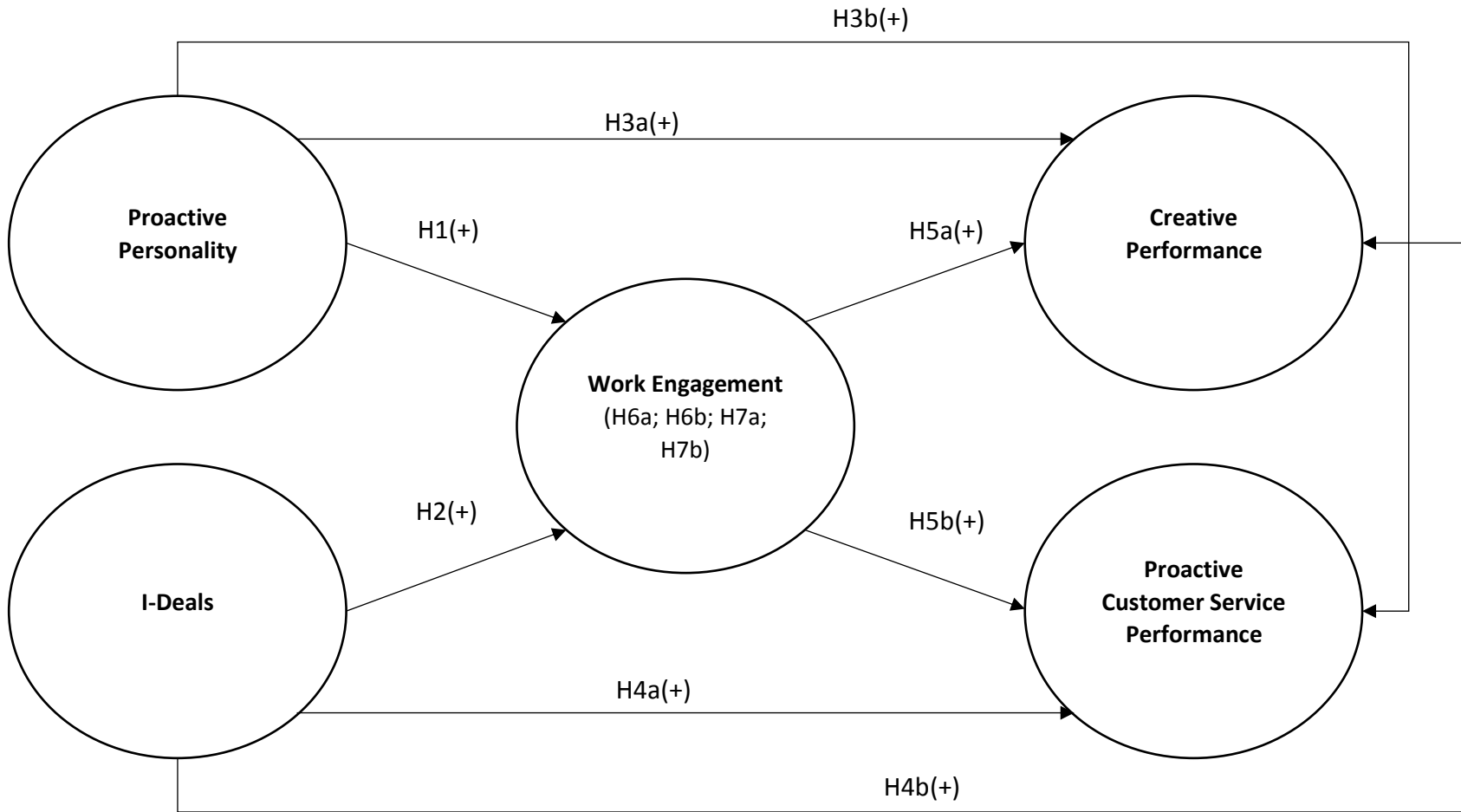


Figure 1. Conceptual Model

3.2 Hypotheses Development

3.2.1 PP and WE

The conceptual model proposes that PP is a predictor of WE. This relationship is developed based on the JD-R theory. In line with the JD-R model, employees' personal resources increase employees' WE. In this study, PP is considered as employees' personal resource, which helps FHEs to cope with everyday stressors and proactively change the working environment in order to be more productive and have control over their work. This personality trait enables employees to make extra efforts in order to achieve work-related goals, which enhances employees' level of WE.

The empirical evidence provides support for this relationship. Xanthopoulou et al. (2009) noted that personal resources (e.g., self-efficacy, organizational-based self-esteem, and optimism) positively influence WE. Paek et al. (2015) highlighted that FHEs with high psychological capital (personal resource) are more engaged in their work. Yang et al. (2017) demonstrated that PP positively influences WE among employees working in hospitals. Since PP employees tend to take initiative to change their working environment, they are going to be more committed to the organization (Joo & Lim, 2009), show organizational citizenship behavior (Baba et al., 2009), and therefore, display higher level of WE.

Accordingly, we can advance the following hypothesis.

H1: PP is positively related to WE.

3.2.2 I-Deals and WE

According to the conceptual model, I-Deals are considered as antecedents of WE. In line with the JD-R theory, when FHEs experience frequent interactions with the guests, a great amount of job resources helps employees to cope with such stressors and boost their extrinsic motivation to be more engaged. Employees are highly motivated to work when organizations provide them with necessary job resources (Chung & Angeline, 2010). That is, providing I-Deals to FHEs leads to higher level of WE.

There is a limited number of empirical studies, which provide support for the above-mentioned relationship. Hakanen et al. (2006) demonstrated that job resources (e.g., job control, information, supervisory support, innovative climate) positively influence employees' WE. Weigl et al. (2014) showed that job resources (e.g., learning, developmental opportunities and job control) positively related to WE of flight attendants. In addition, under the high job demands circumstances, job resources (e.g., opportunities for development and perceived supervisory and organizational support) boost employees' WE (Barbier et al., 2013). Moreover, it was found that providing job resources in the form of I-Deals makes employees to feel themselves unique and appreciated, and, thus, makes them more committed to the organization (Ho & Tekleab, 2016; Rousseau et al., 2006).

Accordingly, we can propose the following hypothesis.

H2: I- Deals are positively influenced to WE.

3.2.3 PP and Employees' Performance

The conceptual model proposes that PP employees have better job performance. Under the challenging working settings, such as long working hours, direct dealing with customers' problems, FHEs mobilize their personal resources in order to improve personal job performance. That is, PP employees are more likely to display CP and PCSP.

Previous studies showed that PP improves employees' in- role performance (Baba et al., 2009; Shi et al., 2010) and employees' creativity at work (Horng, Tsai, Yang, & Liu, 2016). Greguras and Diefendorff (2010) demonstrated that PP directly and indirectly predicts in-role performance and organizational citizenship behavior via need satisfaction. Bakker, Tims, and Derks (2012) also demonstrated the positive effect of PP on job performance (e.g., in-role performance). Moreover, Rank et al. (2007) reported that trait personality initiative, as a proactive personal trait, is positively related to PCSP.

Accordingly, the following hypothesis is proposed.

H3: PP is positively related to CP (a) and PCSP (b).

3.2.4 I-Deals and Employees' Performance

The research model proposes that providing I-Deals to employees leads to CP and PCSP. Front line hotel jobs require employers to provide high quality service in order to satisfy and delight guests. Hence, FHEs' performance is a matter of service management' concern. Hotel management seeks ways to improve employees' in-role and extra-role performance. One of the possible means hospitality organizations can implement is to provide FHEs with necessary job resources. That is, job resources

play as extrinsic motivators for employees and help to improve employees' job performance.

Recent researches indicate that job resources in the form of high-involvement practices positively influence PCSP via perceived organizational support (Chen et al., 2016). In addition, job resources (e.g., rewards systems) boost employees' CP (Glaser et al., 2015; Hon & Rensvold, 2006).

Accordingly, the following hypothesis is proposed.

H4: I-Deals are positively related to CP (a) and PCSP (b).

3.2.5 WE and Employees' Performance

According to the conceptual model, employees' WE positively influence employees' job performance, namely, CP and PCSP. Engaged employees are enthusiastic, energetic, are ready to put extra efforts into their work and mobilize resources in order to cope with highly emotional working settings and, therefore, improve their job performance (Barker et al., 2012).

A number of researches show that employees' WE increases job performance. For example, Karatepe (2012) suggested that WE leads to positive job performance and CP. Karatepe and Olugbade (2016) showed that WE positively influences CP and service recovery performance. Recent studies demonstrate that those employees, who engaged in their work, display higher level of in-role and extra-role job performance (Chung & Angeline, 2010; Karatepe, Karadas, Azar, & Naderiadib, 2013). That is, engaged employees are more likely to display better job performance in the workplace.

Accordingly, the following hypothesis is proposed.

H5: WE is positively related to CP (a) and PCSP (b).

3.2.6 WE as a Mediator

The research model investigated in this study suggests that WE plays a mediating role on the effect of personal and job resources on employees' job performance. More precisely, according to the research model, PP (personal resource) and I-Deals (job resources) positively influence employees' CP and PCSP via WE. That is, in line with the JD-R theory, both personal and job resources enhance employees' WE (Barbier et al., 2013; Xanthopolou et al., 2009), that results in positive job outcomes, namely employees' CP and PCSP.

PP employees are highly involved in their working settings and are strongly engaged in their job. With the help of job resources in the form of I-Deals, they display higher level of WE. Being highly engaged to their work, employees are encouraged to activate their personal resources and effectively use provided job resources in the workplace in order to improve their performance. Engaged employees display better job performance since they are enthusiastic and inspired to 'go the extra mile'. Moreover, engaged employees who display personal resources (e.g., PP) and are provided with job resources (e.g., I-Deals) are more motivated to display improved in-role and extra- role performance (Chung & Angeline, 2010).

Researchers show that the effect of job resources (e.g., high-performance work practices) on job performance (e.g., in-role, extra-role performance, service recovery performance and CP) is mediated by WE (Chung & Angeline, 2010; Karatepe & Olugbade, 2016). Bakker, Tims, and Derks (2012) show that in addition to the

mediating role of job crafting, the relationship between PP and in-role performance is also mediated by WE.

Accordingly, in line with the empirical evidence and the JD-R theory, the following hypotheses are suggested.

H6: WE acts as a mediator between PP and CP (a) and PCSP (b).

H7: WE acts as a mediator between I-Deals and CP (a) and PCSP (b).

Chapter 4

METHODOLOGY

The information regarding methodological techniques of this empirical study is presented in this chapter. Specifically, the chapter explains the reasons the deductive approach is adopted in this study. The present chapter covers information regarding the research sample and data collection. Finally, information about questionnaires and data analysis is presented.

4.1 Deductive Approach

The deductive approach is used to develop the conceptual model of this study. Deductive approach allows researchers to test the hypotheses developed based on theoretical framework (Ali & Birley, 1999). The variables and measures of the study are selected and hypotheses are established based on the JD-R theory. The relationships between PP, I-Deals, CP and PCSP via the mediating role of WE are tested using data collected from FHEs in four- and five-star international chain hotels in Russia. The connections between the variables investigated are analyzed using hierarchical multiple regression analysis.

4.2 Sample and Data Collection

A judgmental sample of FHEs in four- and five-star international chain hotels in Saint Petersburg, which is the second largest city in Russia, is used in this thesis. FHEs (e.g., receptionists, concierges, bell boys, guest relations agents, waiters and waitresses) represent the sample of the study since they deal with customers most of their working time.

Based on the information provided by the Ministry of Culture in the Russian Federation, the total number of four- and five- star hotels, operating in Saint Petersburg, is fifteen. The researcher contacted the HR managers of these hotels and requested their permission to collect the data. The purpose of the study was explained and the sample of questions was given. However, only five hotels gave their permission for conducting the data collection. Management did not give permission to the researcher to directly distribute questionnaires to their employees. Therefore, the required procedures regarding distribution of the questionnaires were explained to their supervisors in order to conduct the data collection process.

Data are collected with a ten-day time lag in order to reduce the possibility of common method bias (Podsakoff et al., 2003). Time I questionnaire included I-Deals, and PP measures as well as the respondents' social-demographical data (e.g., age, gender, education, organizational tenure). Time II questionnaire included the measures for WE, CP, and PCSP.

One hundred thirty Time I questionnaires were distributed to FHEs of these five hotels. By the cut-off data for data collection, 111 completed questionnaires were received back, the response rate of 85%. Then, 111 Time II questionnaires were distributed to the same FHEs, what resulted in 101 questionnaires (78%), however 7 questionnaires were eliminated because of missing information.

4.3 Questionnaire Structure and Measure

4.3.1 Questionnaire Structure

All items in Time I and Time II questionnaires were adopted from existing studies in English. The questionnaires were translated from English into Russian and back by

professional translators with Russian as native language using back-translation method (Parameswaran & Yaprak, 1987). A pilot study was conducted using a sample of five FHEs to make sure that all questions are clearly understood by the respondents. During the pilot study, employees had no difficulties in understanding the questions, thus, no changes in the questionnaires were made.

4.3.2 Measures

4.3.2.1 PP

The construct of PP was measured with six items adopted from Claes et al.'s (2005) 6-item version of Bateman and Crant's (1993) Proactive Personality Scale. Sample items included: 'If I see something I don't like, I fix it' and 'I am always looking for better ways to do things'. The research used a seven-point scale ranging from 7 (*strongly agree*) to 1 (*strongly disagree*). Higher scores provide higher PP. The previous researches in the current literature established the scale items used in this thesis (Bakker et al., 2012; Shi et al., 2011).

4.3.2.2 I-Deals

I-Deals were measured with a four-item scale from Hornung et al. (2010). The responses to the items were measured using a 6-point scale ranging from 6 (*very high term*) to 1 (*no special terms*). Employees were asked to answer to what extent they were negotiated work conditions different from standard. Sample items included: 'Job tasks that fit with my personally challenging work tasks' and 'Job tasks that fit my special job duties or assignments'. Higher scores provide higher level of I-Deals.

4.3.2.3 WE

WE was assessed with nine items using the shortened version the Utrecht WE scale (Schaufeli et al., 2006) with a 6-point Likert scale ranging from 6 (*always*) to 0 (*never*). Sample items included: 'At my work, I feel bursting with energy' and 'My

job inspires me'. Higher scores present higher level of WE. Such items were also used in the recent studies (Karatepe & Olugbade, 2016; Yang et al., 2017).

4.3.2.4 CP

Six items were used to measure employees' CP (Wang & Netemeyer, 2004). The responses to the items were measured using a 5-point scale ranging from 1 (*never*) to 5 (*almost always*). Sample items included: 'I have fresh perspective on old problems' and 'I generate creative ideas for service delivery'. Higher scores report higher level of employees' CP. This scale was previously used by Karatepe (2016) and Martinaityte, Sacramento, and Aryee (2016).

4.3.2.5 PCSP

PCSP was measured with seven items from Rank et al. (2007) with a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). Sample items included: 'I proactively share information with customers to meet their financial needs' and 'I proactively check with customers to verify that customer expectations have been met or exceed'. Higher scores show higher PCSP in the workplace. This measurement scale was also used in the recent study regarding PCSP (Lau et al., 2017).

4.4 Data Analysis

The results of this research were reported via various analytical tools. The respondents' demographic profile was reported via frequency analysis. Exploratory factor analysis and Pearson correlation were performed to report convergent and discriminant validity. Coefficient alpha (Nunnally, 1978) for each variable is also reported, assessing internal consistency reliability, with the cut-off level of .70.

Hierarchical multiple regression analysis was used to test the hypothesized relationships. Baron and Kenny's (1986) guidelines were followed to assess the mediating effects. The significance of the mediating effects was reported via Sobel test.

Chapter 5

RESULTS

The findings of this research are presented in chapter 5. More specifically, the respondents' profile of the sample is described. Hierarchical multiple regression and Sobel test' results are presented to describe the findings of the hypotheses.

5.1 Respondents' Profile

The results of respondents' profile are presented in Table 1. It can be observed that 85% of the respondents were aged between 18 and 27. The rest of the respondents were between the age of 28-37 (15%). Thirty-five percent of the respondents were male and the rest were female. Eighteen percent of the respondents had secondary and high school education, and nineteen percent graduated from vocational school. Forty-eight percent of the respondents had university degree, while 15% had Master or PhD degree. The majority of the respondents (97%) had tenure of five years or less, while the rest of the respondents (3%) had tenure more than five years. As can be observed from Table 1, the majority of the respondents (86%) were single or divorced, while 13% were married. As reported in Table 1, 4% of the respondents had children, while the overwhelming majority (96%) had no children.

Table 1. Demographic Breakdown of the Sample (n = 94)

	<u>Frequency</u>	<u>%</u>
Age		
18-27	80	85.1
28-37	14	14.9
Total	94	100.0
Gender		
Male	33	35.1
Female	61	64.9
Total	94	100.0
Education		
Secondary and high school	17	18.1
Vocational school	18	19.1
University degree	45	47.9
Master or PhD degree	14	14.9
Total	94	100.0
Organizational Tenure		
Under 1 year	47	50
1-5 years	44	46.8
6-10 years	3	3.2
Total	94	100.0
Marital Status		
Single or divorced	81	86.2
Married	13	13.8
Total	94	100.0
Children		
None	90	95.7
1-2	4	4.3
Total	94	100.0

5.2 Exploratory Factor Analysis and Correlations

An exploratory factor analysis and reliability analysis were conducted in order to assess convergent and discriminant validity. Only one item from the PCSP was deleted due to cross-loadings as shown in the exploratory factor analysis, principal

component analysis with Varimax rotation and after specifying the five indicators for the model which explained 63.65 % of the variance. All of the items had factor loadings of 0.50 and above and loaded onto their underlying constructs. All eigen values were greater than 1.00. All coefficients Alpha were higher than the cut-off level 0.70. Specifically, CP, PCSP, PP and I-Deals reported Cronbach Alpha of 0.83, 0.84, 0.85 and 0.88. Cronbach Alpha for WE is also reported at 0.92, which shows that all the scales were reliable. Therefore, convergent and discriminant validity was established.

Harman's single-factor test was performed in order to check common method bias. More specifically, all measures were forced to load on one factor. The exploratory factor analysis's results indicated that one factor explained only 29.9% of the variance. Therefore, there is no indication that common method bias may be considered a threat to the magnitudes of relationships among variables.

Table 2. Scale Items, Exploratory Factor Analysis and Internal Consistency Reliability

Scale items	% of the variance	α	Factor Loadings	Eigen values
WE	29.88	0.92		8.97
4.			.85	
3.			.80	
5.			.77	
6.			.76	
1.			.76	
2.			.76	
7.			.75	
8.			.74	
9.			.55	
PP	12.67	0.85		3.80
15			.86	
19			.74	
14			.70	
17			.65	
18			.57	
16			.55	
PCSP	8.93	0.84		2.68
1			.83	
2			.76	
3			.74	
4			.70	
5			.66	
CP	7.57	0.83		2.27
1			.78	
2			.72	
3			.70	
4			.68	
5			.64	
6			.63	
T-IDEALS	4.60	0.88		1.38
1			.85	
2			.84	
3			.80	
4			.75	

Note: Kaiser-Meyer-Olkin of sample Adequacy=. 803; Bartlett's Test of Sphericity=1758.259, $p < .001$. α -Coefficient alpha

The correlation coefficients among the study variables are below .70 as shown in Table 3. Means, standard deviation, and correlations of the variables are also presented in Table 3. The majority of the correlations among the study variables are significant therefore the first three conditions for mediation analysis according to Baron and Kenny (1986) are met. Specifically, there is a significant correlation

between PP and WE ($r = .307$) and T-Ideals and WE ($r = .424$) in line with the first condition. This is also shown in Table 4 that provides regression results. There are significant correlations between PP and performance outcomes such as: PCSP ($r = .485$) and CP ($r = .438$). These associations refer to the second condition regarding a significant relationship between the independent and the criterion variable, a condition which is met. However, there are no significant correlations between T-Ideals and these outcomes, therefore, T-Ideals are not included in the mediation analysis. WE and performance outcomes also show significant correlation such as: PCSP ($r = .247$) and CP ($r = .432$) meeting the third condition which refers to the association between the mediator and the criterion variable.

Table 3. Means, Standard Deviations and Correlations of the Study variables

Variables	1	2	3	4	5
1 T-IDEALS	1000				
2 PP	.326**	1000			
3 WE	.424**	.307**	1000		
4 PCSP	.068	.485**	.247*	1000	
5 CP	.134	.438**	.432**	.255*	10000
Mean	3.99	5.37	4.13	5.57	3.75
Standard deviation	1.19	.96	.99	.89	.67

Notes: Each variable's composite scores were obtained by averaging scores across items representing the measure. **Correlation significant at the 0.01 level, *Correlation is significant at the 0.05 level.

5.3 Model Test Results

The direct effects are presented in Table 4. Hypothesis 1 proposes that PP is positively related to WE. This hypothesis is supported as shown in Table 4 as PP has a significant positive influence on WE ($\beta = .30$, $p < 0.001$). Hypothesis 2 puts

forward that T-Ideals positively influence WE. T-Ideals have a significant positive impact on WE ($\beta = .42$, $p < 0.001$) as shown in Table 4, therefore hypothesis 2 is supported.

Table 4. Hierarchical Multiple Regression Analysis Results: Direct Effects

Dependents variables and standardized regression weights					
WE			WE		
Variable	β	t	Variable	β	t
T-Ideals	.42	4.49**	PP	.30	
	3.091**				
F	20.15**	-		9.55**	-
R^2 at each step	.18	-		.09	-
ΔR^2	-	-		-	-

The results in Table 5 show that PP is positively connected to CP ($\beta = .44$, $p < 0.001$) and PCSP ($\beta = .49$, $p < 0.001$). Therefore, hypotheses 3a and 3b are supported. Hypotheses 4a and 4b are not supported as mentioned while reporting the insignificant correlations between T-Ideals and CP and PCSP.

Hypothesis 5 predicts that WE positively influences CP (a) and PCSP (b), hereafter hypothesis 5 (a) and hypothesis 5 (b) are supported. The effect of WE on CP is significant and positive ($\beta = .34$, $p < 0.001$) and the effect of WE on PCSP is also significant ($\beta = .45$, $p < 0.001$). The results in Table 5 show that WE partially mediates the effect of PP on CP, and the increment in R^2 of the model ($\Delta R^2 = .098$, $p < 0.001$) is shown. Sobel test also provides support for WE as a partial mediator of the impact of PP on CP ($t = 2.8$, $p < 0.005$). Therefore, hypothesis 6 (a) is supported. As shown in Table 4, WE fully mediates the effect of PP on PCSP as there is a

significant increment in R^2 of the model ($\Delta R^2 = .011$, $p < 0.001$). Sobel test does not lend support for WE as a full mediator between PP and PCSP ($t = 1.10$). Therefore, hypothesis 6 (b) is not supported. Since I-Deals were not included in the mediation analysis due to its non-significant effect on CP and PCSP, hypotheses 7 (a) and 7 (b) cannot be supported.

Table 5. Hierarchical Multiple Regression Analysis Results: Indirect Effects

Independent variables	Dependents variables and standardized regression weights			
	CP		PCSP	
	Step1	Step2	Step1	Step2
PP	.44(4.67)**	.34(3.63)**	.49(5.34)	.45(4.73)**
WE		.33(3.54)**		.11(1.13)
F	21.838	18.532	28.354	14.858
R^2 at each step	.192	.289	.236	.246
ΔR^2		.098		.011
Sobel test: PP \longrightarrow WE \longrightarrow CP				2.8**
PP \longrightarrow WE \longrightarrow PCSP			1.10	

Note: The results do not show any problems of multicollinearity, ** $p < 0.001$, figures in parentheses represent the t-values

Chapter 6

DISCUSSION AND CONCLUSION

The findings regarding the conceptual model are assessed and discussed in details in the current chapter. Based on the results of the research, this chapter highlights important theoretical and practical implications. In addition, this chapter provides limitations of the study, directions for further researches and conclusion of this study.

6.1 Evaluation of Findings

The present study investigated the effects of PP (personal resource) and I-Deals (job resources) on WE and employees' job outcomes (e.g., CP and PCSP). In line with JD-R model, the results of this research suggest that both PP and I-Deals have positive effect on employees' WE. First of all, PP increases employees' WE. That is in line with Yang et al. (2017) that PP employees display higher level of WE. Secondly, negotiating T-Ideals makes FHEs to feel appreciated and motivate them to work harder in order to achieve organizational' goals. That is, providing employees with necessary job resources (e.g., I-Deals) enhances their WE. These results are consistent with the work of Weigl et al. (2014) and Barbier et al. (2013) which highlighted that under the highly demanding working settings, employees who are provided with job resources (e.g., learning and developmental opportunities, job control, perceived supervisory and organizational support) display higher level of WE.

The results of this study also suggest that PP positively influences employees' job performance, specifically, FHEs with PP display CP and PCSP. Employees with PP modify and improve their working methods and conditions which encourage them to perform better. This is consistent with previous researches which demonstrated that PP improves employees' work performance, such as in-role performance and creativity (Bakker, Tims, & Derks, 2012; Horng, Tsai, Yang, & Liu, 2016; Shi et al., 2010).

The results demonstrate that I-Deals are not significantly related to CP and PCSP. The potential reason for these non-significant results may be due to following reasons. Specifically, this research used a sample of FHEs in Russia to examine the conceptual model and the proposed relationships. It appears that these FHEs who are provided with I-Deals are highly engaged in their work. Nevertheless, altering the content of their work is not perceived as a motivation to improve individual performance.

Similarly, Ho and Tekleab (2016) demonstrated that I-Deals only positively influences organizational commitment, which means that FHEs, who are provided with I-Deals are strongly identifying themselves with the organization and are willing to remain part of it, but they may not have higher performance. Therefore, it can be concluded that hotel management in Russia need to provide their FHEs with additional job resources in order to motivate them to display CP and PCSP. The non-significant results of the links between I-Deals, CP and PCSP advance the need for further empirical investigations, which can examine other mediators between these associations in order to better explain these relationships.

Moreover, the results of the current thesis show that engaged FHEs demonstrate CP and PCSP in the workplace. This is consistent with the work of Karatepe and Olugbade (2016) as well as with Chung and Angeline (2010) which demonstrated that engaged employees are more likely to mobilize all existing resources (personal and job resources) in order to cope with intensive working settings, which leads to positive job performance (e.g., CP and extra-role performance).

The findings of this study support the mediating role of WE on the relationships between PP and employees' CP. That is, in line with JD-R theory, FHEs with PP are highly involved in their working environment and engaged to their job. Engaged employees are inspired to activate their personal resources (e.g., PP) in order to achieve company' goals and improve individual job performance (e.g., CP). The partial mediating role of WE in these relationships is consistent with the research of Jawahar and Liu (2016) which demonstrated that PP is directly and indirectly related to citizenship performance via career satisfaction.

The mediating role of WE in the relationships between PP and PCSP is not supported. Bakker, Tims, and Derks (2012) demonstrated that WE together with job crafting sequentially mediates the effect of PP on employees' in-role performance. Therefore, the relationships investigated in this study may need additional mediating mechanism in order to confirm the mediating role of WE of PP on PCSP. Since the direct effect of I-Deals on CP and PCSP is not significant, the role of WE as a mediator cannot be validated in our case.

6.2 Theoretical Implications

This thesis significantly contributes to the existing literature by providing theoretical implications regarding the relationships between PP, I-Deals, WE, CP, and PCSP. Firstly, since engaged employees are highly important within hospitality industry, this study contributes to the existing body of knowledge in hospitality management by investigating predictors and outcomes of employees' WE. Secondly, this thesis examines the relatively new personal and job resources, namely, PP and I-Deals, as antecedents of employees' WE. Moreover, this thesis is the first research which studies the joint effects of above-mentioned resources on WE within hospitality industry.

Thirdly, the current study expands the existing knowledge by investigating how PP as a personal resource predicts employees' positive job performance. Our findings are consistent with the work of Bakker et al. (2012) that employees with PP shape their working settings in a proactive way, mobilize existing resources, and create opportunities for performing more efficiently. The relationship between PP and employees' CP is mediated by WE, since PP employees perform better when they are engaged in the work (Bakker et al., 2012).

Moreover, in order to examine personal and job resources as antecedents of WE as well as the influence of PP on employees' job outcomes, this thesis uses data obtained from FHEs in Russia. The results and findings of the current research are significant for hotel managers in Russia, because the study provides specific practical implications, which aim to improve employees selection process, working

environment, increase employees' WE, and therefore, enhances the job performance of FHEs.

6.3 Implications for Managers

The findings of the present research can provide important implications for hotel managers. First of all, hotel managers should pay utmost attention to the FHEs' selection process in order to make sure that these employees' personalities are suitable for the frontline service jobs. Otherwise, if the personality of selected employees does not fit such job, high level of turnover and poor job employees' performance can occur. Selecting employees with PP and assigning these employees to suitable frontline positions can significantly enhance WE and job performance since employees with PP are less likely to experience emotional exhaustion and more likely to create positive organizational climate and improve productivity (Baba et al., 2009). Therefore, special psychological tests and scenario simulation could be used to identify candidates, whose personalities fit frontline service jobs.

Secondly, managers should provide tenured employees with regular seminars regarding the effective usage of PP. These methods can increase FHEs' self-efficiency and encourage them to behave proactively in the workplace. Thirdly, hospitality organizations should arrange resourceful and challenging working climate in order to encourage FHEs to invest their energy and time in their work and increase their level of involvement and WE. This could be done by providing opportunities for personal growth, training, empowerment, career support and financial benefits.

Since the majority of FHEs in Russia are students who are just seeking for extra money and quitting the job right after they graduate from universities, hotel

management should provide employees with financial resources and career opportunities to FHEs. Furthermore, since job resources enhance their extrinsic motivation to work harder and be more attached to their job, additional monitoring surveys can be conducted among FHEs in order to find out whether provided job resources are enough for them to handle stressful and emotionally intensive working settings and display higher job performance.

6.4 Limitations and Future Research Direction

This study has several limitations, which can be taken into consideration in the further research. First of all, since the data was collected in one city in a single country, the results cannot be generalized. Therefore, future researches can examine the relationships tested in the present study with wider samples of employees from different countries.

Secondly, the current research is focused on a particular industry within tourism sector, namely hotel organizations. Hence, the conceptual model, investigated in this research, should be examined within other tourism service settings (e.g., airlines, restaurants, cruise lines).

Thirdly, future researches can consider other personal (e.g., political skills, social skills, stress-resistant personality, self-efficacy beliefs) and job resources (e.g., empowerment, autonomy, participation in decision making, organizational support, learning and developing opportunities) as potential predictors of employees' WE.

In addition, this study used only two indicators of employees' job performance (CP and PCSP). Therefore, other types of job performance (e.g., task performance, extra-

role customer service performance) could be investigated for better understanding the consequences of WE.

Furthermore, the current study uses a cross-sectional study to examine the links and associations between variables. Further investigations could conduct longitudinal studies in order to observe the occurring changes over time and better assess the cause- and effect-relationships between constructs.

Moreover, self-report data is used in the empirical study in order to measure the employees' job performance. Self-reported method increases the risk of common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012), therefore, further studies could use other sources (e.g., supervisors) for assessing individual performance (e.g., CP, PCSP) of FHEs.

Finally, since the sample size of the current study is small, future researches with larger number of responses can gain deeper understanding of the links between the investigated variables. Regardless of such limitations, current study contributes to the existing hospitality management literature by investigating personal and job resources as antecedents of WE and performance outcomes (e.g., CP and PCSP) as well as the effects of WE on the above-mentioned outcomes, and the mediating role of WE on these relationships.

6.5 Conclusion

This thesis developed and tested the research model that examined mediating role of WE on the effects of PP and I-Deals on employees' CP and PCSP. Data were gathered within FHEs in Russia in order to assess the above-mentioned relationships.

The study significantly contributes to hospitality management literature by investigating antecedents and consequences of WE. Moreover, the joint effect of PP and I-Deals on WE is examined. In addition, the concept of I-Deals is on its early stage, therefore, the examination of I-Deals as a predictor of WE contributes to the existing body of knowledge. Since this study is conducted in Russia, it extends the prevailing researches by broadening the database regarding predictors and outcomes of WE.

The findings of the current research suggest that personal resources in the form of PP increases employees' WE which in turn enhances CP. Moreover, PP is directly predicting employees' CP and PCSP. That is, WE plays a partial mediating role in the relationships between PP and CP. Moreover, PP is directly predicting employees' PCSP. In addition, the results suggest that I-Deals as job resources boost employees' WE. However, the effect of I-Deals on CP and PCSP is not empirically supported. Therefore, the role of WE as a mediator in these relationships cannot be assessed.

Based on the study' results, important implications for hotel management are suggested. This thesis also highlights limitations of the empirical investigation and directions for further research.

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APPENDICES

Appendix A: Questionnaires Time I

A FIELD STUDY IN THE HOTEL INDUSTRY OF RUSSIA

Dear Respondent:

This research is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

Any sort of information collected during our research will be kept in confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Mrs. Ksenia Sumaneeva through her e-mail address: kseniasumaneeva@gmail.com.

Thank you for your kind cooperation.

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SECTION I.

Please rate the extent you had “asked for and successfully negotiated” personalized conditions in your current job.

- (1) no special terms
- (2) in small terms
- (3) in moderate terms
- (4) in fairly terms
- (5) in high terms
- (6) very high terms

01. Job tasks that fit with my personally challenging work tasks.	1	2	3	4	5	6
02. Job tasks that fit my special job duties or assignments.	1	2	3	4	5	6
03. Work tasks that suit my personal interest.	1	2	3	4	5	6
04. On-the job activities especially suited to me.	1	2	3	4	5	6

SECTION II.

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

1. How old are you?

18-27 ()

28-37 ()

38-47 ()

48-57 ()

58 and over ()

2. What is your gender?

Male ()

Female ()

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

Primary school

Secondary and high school

Vocational school (two-year program)

University first degree

Master or Ph.D. degree

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

() Under 1 year ()

() 1-5 years ()

() 6-10 years ()

() 11-15 years ()

() 16-20 years ()

More than 20 years ()

5. What is your marital status?

Single or divorced ()

Married ()

6. How many children do you have living at home?

0 (None) ()

1-2 ()

3-4 ()

5-6 ()

7 and above ()

Thank you for your kind cooperation.

Appendix B: Questionnaires Time II

A FIELD STUDY IN THE HOTEL INDUSTRY OF RUSSIA

Dear Respondent:

This research is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

Any sort of information collected during our research will be kept in confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Mrs. Ksenia Sumaneeva through her e-mail address: kseniasumaneeva@gmail.com.

Thank you for your kind cooperation.

Research Team:

Prof. Dr. Turgay Avci

Dr. Georgiana Karadas

Mrs. Ksenia Sumaneeva

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Eastern Mediterranean University

Gazimagusa, TRNC

Via Mersin 10, Turkey

SECTION I.

The following statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the “0” (zero) in the space after the statement. If you have had this feeling, indicate how often you felt it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

- (0) Never
- (1) Almost never (a few times a year or less)
- (2) Rarely (once a month or less)
- (3) Sometimes (a few times a month)
- (4) Often (once a week)
- (5) Very often (a few times a week)
- (6) Always (every day)

01. At my work, I feel bursting with energy.	0	1	2	3	4	5	6
02. At my job, I feel strong and vigorous.	0	1	2	3	4	5	6
03. When I get up in the morning, I feel like going to work.	0	1	2	3	4	5	6
04. I am enthusiastic about my job.	0	1	2	3	4	5	6
05. My job inspires me.	0	1	2	3	4	5	6
06. I am proud of the work that I do.	0	1	2	3	4	5	6
07. I feel happy when I am working intensely.	0	1	2	3	4	5	6
08. I am immersed in my work.	0	1	2	3	4	5	6
09. I get carried away when I am working.	0	1	2	3	4	5	6

Please indicate your disagreement or agreement with each statement by crossing the number using the following seven-point scale:

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

10. I proactively share information with customers to meet their financial needs.	1	2	3	4	5	6	7
11. I anticipate issues or needs customers might have and proactively develop solutions.	1	2	3	4	5	6	7
12. I use my own judgment and understanding of risk to determine when to make exceptions or improvise solutions.	1	2	3	4	5	6	7
13. I take ownership by following through with the customer interaction and ensure a smooth transition to other service employees.	1	2	3	4	5	6	7
14. I actively create partnerships with other service employees to better serve customers.	1	2	3	4	5	6	7
15. I take initiative to communicate client requirements to other service areas and collaborates in implementing	1	2	3	4	5	6	7

solutions.							
16. I proactively check with customers to verify that customer expectations have been met or exceeded.	1	2	3	4	5	6	7

Thank you for your kind cooperation.