

# **The Impact of Psychological Capital on Trust in Organization and Job Outcomes**

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## **ABSTRACT**

This thesis aims to develop and test a research model that examines the interrelationships of psychological capital (PCap), trust in organization, intention to leave work early (IntEARLY), intention to be late for work (IntLATE), absenteeism, and creative performance. In addition, the purpose of this thesis is to test the mediating role of trust in organization in the aforesaid associations.

In light of the information given above, data were gathered from employees in the four- and five-star international chain hotels in St. Petersburg in Russia. Data were gathered via a time lag of one week. The employees representing the sample of the study had direct contact with hotel customers. The first survey included the PCap items and items about the subject profile. The second survey included the trust in organization items. The third survey consisted of the IntEARLY, IntLATE, and absenteeism items. Employees' creative performance was rated by their supervisors. By doing so, it was possible to control common method variance.

The findings demonstrated that PCap enhanced trust in organization and creative performance. In other words, employees high on hope, self-efficacy, optimism, and resilience had high levels of trust in organization and reported higher creative performance. However, the findings did not lend any support to the effect of PCap on IntEARLY, IntLATE, and absenteeism. In this study, it was found that trust in organization reduced IntEARLY, IntLATE, and absenteeism and stimulated creative performance.

The aforesaid findings highlight the full mediating role of trust in organization in the association between PCap and creative performance. The abovementioned findings further highlight the partial mediating role of trust in organization in the association between PCap and IntEARLY, IntLATE, and absenteeism.

In this thesis, theoretical contributions to the relevant literature were discussed, managerial implications were presented, and implications for future research were given.

**Keywords:** Employee outcomes, Hotel employees, Psychological capital, Russia, Trust in organization

## ÖZ

Bu tez, psikolojik sermaye, örgütsel güven, işten erken ayrılma niyeti, işe geç gelme niyeti, işe gelmeme (devamsızlık) ve yaratıcı performans değişkenleri arasındaki ilişkileri inceleyen bir araştırma modelini geliştirip test etmeyi amaçlamaktadır. Buna ilaveten, bu tezin amacı, yukarıda bahsedilen değişkenler arası ilişkilerde örgütsel güvenin aracı rolünü de belirlemektir.

Yukarıdaki amaçlar doğrultusunda, veri Rusya'nın St. Petersburg şehrinde faaliyet gösteren dört ve beş yıldızlı uluslararası zincir otel çalışanlarından toplanmıştır. Bu çalışanlar, otel konuklarıyla birebir iletişimde olan bireylerdir. Veri birer haftalık zaman aralığında toplanmıştır. Birinci ankette, psikolojik sermaye değişkenine ait sorular ile çalışanlara yönelik demografik sorular bulunmaktadır. İkinci ankette, örgütsel güvene ait sorular vardır. Üçüncü ankette ise, işten erken ayrılma niyeti, işe geç gelme niyeti ve işe gelmeme soruları yer almıştır. Yaratıcı performans değişkenine ait sorular çalışanların amirleri tarafından değerlendirilmiştir. Bu yol, ortak yöntem sapmasının kontrol edilmesine olanak vermiştir.

Çalışmanın bulguları, psikolojik sermayenin örgütsel güven ile yaratıcı performansı artırdığını ortaya koymuştur. Diğer bir deyişle, özyeterliliği, iyimserliği, umudu ve dayanıklılığı yüksek olan işgörenlerin çalıştıkları işletmeye yönelik güven duygularının yüksek olduğu ve yaratıcı performans düzeylerinin arttığı gözlemlenmiştir. Ancak, çalışmanın bulguları psikolojik sermaye ile işten erken ayrılma niyeti, işe geç gelme niyeti ve işe gelmeme değişkenleri arasında istatistiksel anlamda bir ilişkiyi ortaya koymamıştır. Çalışmada, örgütsel güvenin işten erken

ayrılma niyeti, işe geç gelme niyeti ve işe gelmeme değişkenlerini düşürdüğü ve yaratıcı performansı tetiklediği belirlenmiştir.

Yukarıdaki bulgular, psikolojik sermayenin işten erken ayrılma niyeti, işe geç gelme niyeti ve işe gelmeme değişkenlerini sadece örgütsel güven değişkeninin aracı rolüyle etkilediğini göstermektedir. Yine yukarıdaki bulgular, psikolojik sermayenin yaratıcı performansı hem doğrudan hem de örgütsel güven değişkeninin aracı rolüyle etkilediğini ortaya koymaktadır.

Bu tezde, teorik açıdan ilgili literatüre katkılar tartışılmış, yönetsel açıdan birtakım öneriler sunulmuş ve gelecek araştırmalar için belirlemeler üzerinde durulmuştur.

**Anahtar Kelimeler:** Otel çalışanları, Örgütsel güven, Psikolojik sermaye, Rusya, Sonuç değişkenleri

# DEDICATION

To My Family

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## **LIST OF ABBREVIATIONS**

CORT	Conservation of resources theory
IntEARLY	Intention to leave work early
IntLATE	Intention to be late for work
PCap	Psychological capital
SET	Social exchange theory

# Chapter 1

## INTRODUCTION

The present chapter focuses on theoretical background of the study conducted with frontline employees in the international chain hotels in Russia. Furthermore, the chapter presents the purpose of the study and contribution to the human resource management and service marketing literatures. In conclusion, the chapter proposes the methodology and structure of chapters in the thesis.

### 1.1 Research Background

Employees' personal resources have become a subject matter of concern to academic researchers due to their valuable contribution to the competitive advantage of organizations (Newman et al., 2014; Singhal & Rastogi, 2018; Wu & Chen, 2018). Economic instability, technological changes, work overload and complex job requirements generate negative emotional states and high levels of stress (Baron, Franklin, & Hmieleski, 2016). Positive psychology suggests developing positive attitude and focusing on positive aspects of life including the workplace (Seligman, 2002; Singhal & Rastogi, 2018). Thus, the positive psychology's basic principles are the development of personal and creative abilities, and focusing on strengths and positive qualities (Seligman & Csikszentmihalyi, 2000).

In line with positive psychology, scholars proposed "positive organizational behavior", which explained positive human resource strengths and psychological abilities at work (Luthans, Luthans, & Luthans, 2004). PCap was introduced as a

resource which allowed employees to maintain and increase job satisfaction, work involvement, and positive emotions in the workplace, reduced the likelihood of burnout and negative impact of stress (Luthans *et al.*, 2004). The importance of PCap at workplace cannot be ignored (Luthans *et al.*, 2004). Employees' PCap contributes to resolving problems at work and fulfillment of their obligations (Bouzari & Karatepe, 2017). Thus, this personal resource is a power for developing competitive advantage of organizations (Newman *et al.*, 2014; Wu & Chen, 2018).

Although PCap receives increasing attention in the human resource management and service marketing literatures, only few studies explored this phenomenon and its consequences in the hospitality literature (e.g., Bouzari & Karatepe, 2017; Schuckert *et al.*, 2018; Wu & Chen, 2018). As the result, the study focuses on the outcomes of frontline hotel employees' PCap.

## **1.2 Purpose of the Thesis**

The development of globalization and new technologies has led to a number of positive changes in the service sector. At the same time, the changes are fraught with negative consequences. Increasingly stringent competition leads to work intensity and toughening requirements of the job. Work responsibilities, stressful situations, continuous effort to solve customers' complaints and inability to find work-family balance may cause nonattendance behavior and poor performance (e.g., Boyar, Maertz, & Pearson, 2005; Cai & Qu, 2018; Jha *et al.*, 2017; Karatepe & Uludag, 2008; Rastogi, Karatepe, & Mehmetoglu, 2018).

Employees are supposed to be creative in immediate problem solving. Thus, leaving work early, being late for work, absenteeism, and inability to respond to customers'



requests disrupt the cycling nature of the fully operational organizations. Counterproductive work behaviors adversely affect customer-centered services and undermine the image of the organization (Hsieh & Karatepe, 2019). However, PCap and trust in organization may motivate employees to avoid nonattendance behaviors and deal with customers' complaints and requests, which in turn will positively affect the image of the organization and customer traffic (Bouzari & Karatepe, 2017).

In summary, the current research is dedicated to the impact of PCap on IntEARLY, IntLATE, absenteeism, and creative performance via trust in organization. Hence, the research questions are:

- 1) What is the effect of PCap on trust in organization?
- 2) What is the effect of PCap on IntEARLY, IntLATE, absenteeism, and creative performance?
- 3) What is the effect of trust in organization on IntEARLY, IntLATE, absenteeism, and creative performance?
- 4) Does trust in organization act as a mediator between PCap and IntEARLY, IntLATE, absenteeism, and creative performance?

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

The results of the research will contribute to theoretical knowledge in several ways. Firstly, although PCap is one of the fundamental elements of positive organizational behavior and predictors of work-related outcomes, the consequences of PCap among employees in the hotel industry have not been carefully explored (e.g., Bouzari & Karatepe, 2017; Schuckert et al., 2018; Wu & Chen, 2018). In order to fill this gap, the research is based on data collected from frontline hotel employees and their

supervisors. Frontline staff members were selected considering the customer-centric nature of their duties (Hsieh & Karatepe, 2019; Schuckert et al., 2018).

Secondly, the present study focuses on a potential predictor and outcomes of trust in organization. Previous studies on trust focused mostly on trustful relationships between employees and their managers (leaders) (e.g., Afsar, Shahjehan, & Shah, 2018; Ariyabuddhiphongs & Kahn, 2017; Javed et al., 2018; Kim, Wang, & Chen, 2018).

Thirdly, the research examines the role of trust in organization as a mediator between PCap and critical hotel employee outcomes such as IntEARLY, IntLATE, absenteeism, and creative performance. Although relevant studies have revealed that personal resources reinforce psychological state of employees, which in turn may result in positive job outcomes, the present research attempts to ensure the objectivity of data by using ratings of frontline hotel employees and their immediate supervisors (Caniels, Semeijn, & Renders, 2018).

Finally, the majority of researchers on international human resource management and service marketing provide certain limitation- the empirical data are collected in developed countries (Latukha et al., 2016; Paul, Mittal, & Srivastav, 2016). However, conducting studies in emerging markets gives an opportunity to generalize the findings of previous researches (Muratbekova-Touron, Kabalina, & Festing, 2018). Despite the increasing interest in researches in developing countries, Russia is still poorly represented in the field of international human resource management (Karatepe, Ozturk, & Kim, 2019; Latukha, 2015; Latukha et

al., 2016), therefore conducting study in Russia will contribute to the theoretical knowledge of PCap, trust in organization and critical job outcomes.

#### **1.4 Proposed Methodology**

Frontline employees as a customer-centric labor are a calling card of any service company (e.g., Hsieh & Karatepe, 2019; Schuckert et al., 2018). Using judgmental sampling method, frontline employees working on the full-time basis in hotels were invited to participate in the research. Questionnaires were also distributed to their supervisors. Four- and five-star international chain hotels located in St. Petersburg Russia were selected for gathering data.

The survey was performed by three waves with one-week time lag. That was considered necessary in order to minimize common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012). In Time I, the respondents provided information about their age, gender, organizational tenure, level of education, and PCap. The Time II questionnaire comprised the trust in organization measure. The Time III survey contained the questions about IntEARLY, IntLATE, and absenteeism. The third wave also included the assessment of employees' creative performance by supervisors. The respondents were informed that their answers would remain anonymous and confidential.

PCap was measured with 24 items from Luthans and his colleagues (2007). Trust in organization was measured using seven items from Robinson and Rousseau (1994). Three items for IntEARLY were adapted from Foust, Elicker, and Levy (2006). IntLATE was also measured using three items from Foust *et al.* (2006). Two items from Autry and Daugherty (2003) were used to measure absenteeism. Six items

adapted from Wang and Netemeyer (2004) were used to measure creative performance. The questionnaires were administered in Russian by using the back-translation method.

The measurement and structural models were tested by two stages- confirmatory factor analysis and structural equation modeling.

## **1.5 Structure of the Thesis**

The thesis consists of seven chapters. Every chapter starts with the chapter overview. Along with the research background on PCap and its consequences, this chapter discusses the purpose of the study. Chapter 1 provides the potential contributions of the research to the human resource management and service marketing literatures. Proposed methodology is also provided in this chapter.

Chapter 2 gives a literature review on positive organizational behavior and variables in the present research. The conceptualizations of PCap, trust in organization, IntEARLY, IntLATE, absenteeism, and creative performance are reviewed in this chapter. The theoretical frameworks, specifically, the conservation of resources theory (CORT) and social exchange theory (SET) are discussed in Chapter 2.

Chapter 3 contains hypotheses tested in this research. Based on previous studies and the abovementioned theoretical foundations, the conceptual model was developed and given in this chapter.

Chapter 4 provides the research design, the data collection process, the development of questionnaires, and measurement of items. Data analysis is also presented in this chapter.

Chapter 5 provides the empirical results of the study. In this chapter, frequencies are used to present respondents' profile. This is followed by an assessment of the psychometric properties of the measures. The findings about the study hypotheses are reported based on structural equation modeling.

Chapter 6 discusses the findings of the research, managerial implications, and limitations of the present study. Future research directions are also given in this chapter.

This thesis is completed by chapter 7 which underscores the relevance of the study. The chapter provides a conclusion.

## **Chapter 2**

### **LITERATURE REVIEW**

This chapter presents the literature review on positive organizational behavior, PCap and its components- hope, self-efficacy, resilience, optimism- and their effect on positive job outcomes. Trust in organization as a mediator of abovementioned relationships and its outcomes are also discussed. Finally, the major theories which have enabled us to link the concepts of PCap, trust in organization, IntEARLY, IntLATE, absenteeism, and creative performance are reviewed in this chapter.

#### **2.1 Positive Organizational Behavior**

Today's organizations face a variety of difficulties in the market, which are compounded by necessity of finding and identifying efficient employees with personal qualities. Hence, developing and fostering human, social, and psychological resources is a core issue for success-driven organizations.

The concept of positivity had been debated over the years. Lack of theoretical basis of positive paradigm was a primary criticism among researchers (e.g., Avey et al., 2011; Luthans, 2002; Luthans, 2002a). At present, scholars attach attention to manifestation of positivity in the context of organizational behavior, which originates from Positive Psychology (Luthans, 2002). The main idea of positive psychology is to create an individuals' positive perception of life by discovering and maximizing the potential and developing their capacities (Seligman & Csikszentmihalyi, 2000). The researches on certain aspects of positive psychology were conducted throughout

the entire second half of the 20th century (Luthans, Youssef, & Avolio, 2007). The movement towards the establishment of a new psychological discipline began with the chairman of the American Psychological Association Martin Seligman's speech, in which he called on psychologists and researchers to shift their focus of attention from human mental pathologies and weaknesses to mental health and positive qualities which would make people stronger, more successful and enhance their perceived well-being (Seligman, 2002).

Positive psychology relies on exploring positive aspects of life through three-tiered level approach (Peterson, 2008). The first level - subjective experience - includes positive emotions, pleasure, hope, optimism, happiness, flow, and well-being. The second level deals with personal positive traits such as high talent, creativity, courage, and wisdom. At the third stage the positive psychology analysis focuses on positive societies, businesses, and communities presented as positive institutions.

At the beginning of the 20th century, Luthans proposed a new approach to the study of organizational behavior by integrating positive psychology to the work environment (Luthans, 2002; Singhal & Rastogi, 2018). The researcher found that organizational behavior was examined from a negative angle in the vast majority of studies, and proposed an alternative positive approach which subsequently evolved as *positive organizational scholarship* and *positive organizational behavior*.

Positive organizational scholarship is a study of positive organizational outcomes and processes, thus mostly focuses on macro level and applies deductive method of analysis (from organization to individual) (Luthans *et al.*, 2007). Positive

organizational behavior is defined as the micro-level “study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today's workplace" (Luthans, 2002a, p. 59). Accordingly, both perspectives share the same importance and complement each other (Luthans *et al.*, 2007).

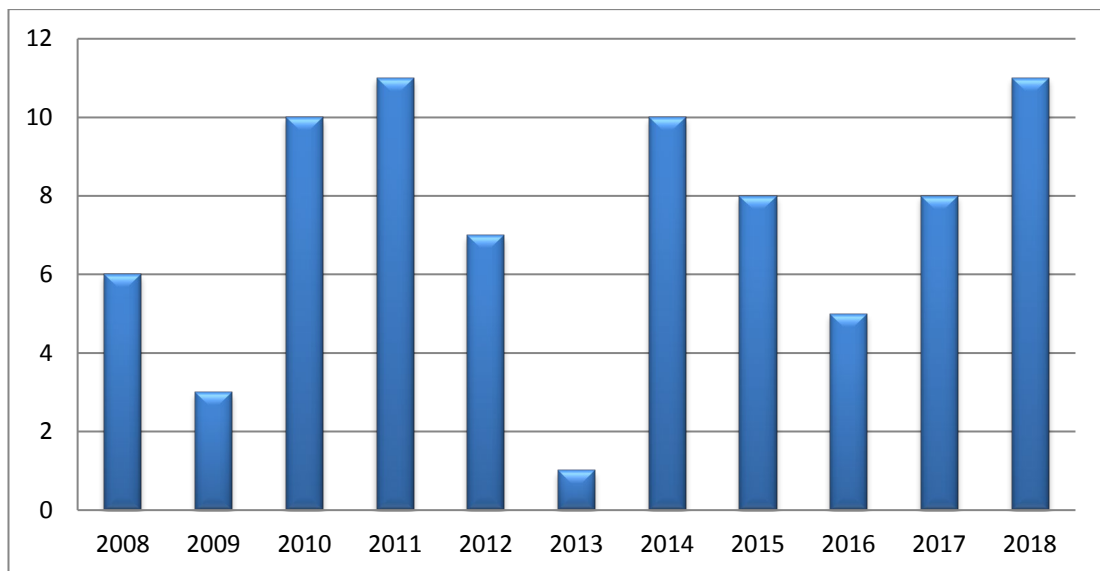
The positive organizational behavior framework implies exploring the resources which met the following criteria: the resource must be measurable, research-based, and open to development; the capacity must positively influence work performance (Luthans, 2002; Luthans *et al.*, 2007). The criteria are considered in order to set theoretical boundaries essential for scientific development of the field (Youssef & Luthans, 2007). Hence, the concept of positive organizational behavior became fundamental for the development of positive psychological capabilities which fit the criteria, in particular, PCap (Wu & Chen, 2018).

## **2.2 Psychological Capital**

PCap is a positive psychological state and a personal resource which unleashes and develops an individual's potential (Luthans *et al.*, 2004). Unlike human capital and social capital which answer the questions of ‘what you know’ and ‘whom you know’, PCap indicates individual's identity by answering the question of ‘who you are’ (Luthans *et al.*, 2004). PCap is defined by four components: self-confidence, ability and willingness to make efforts for the successful implementation of complex tasks (self-efficacy); creating a positive attribution, aspiration to success in the present and in the future (optimism); positive state, willpower when moving to the objectives and the ability to select the appropriate way to achieve them (hope); the ability to overcome difficulties, to solve problems in the process of achieving the



goal (resilience) (Luthans et al., 2007). Past researches considered these four constructs separately (Luthans et al., 2007). However, introduction and subsequent use of PCap in literature, as a complex concept, and high interaction between its elements demonstrated improved results in predicting performance (Luthans et al., 2007; Wu & Chen, 2018). In the last decade, an interest in PCap has taken shape as an area of organizational research. Figure 1 shows the number of studies from scientific journals referencing PCap from 2008 till 2018. The articles were extracted from the journals listed in the Appendix B.



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*Note:* Articles with *psychological capital* in the title were selected.

Figure 1: Number of Articles Referencing Psychological Capital (2008 to 2018).

PCap – is a characteristic of activity and the state (state-like) (Luthans et al., 2006). Although PCap is relatively stable over time, it is not resistant to change in comparison to any permanent trait-like concept (Gardner et al., 2005; Schuckert et al., 2018). The term “developmental state” is employed to best describe its tendency to develop (Alessandri et al., 2018; Luthans *et al.*, 2007). Organizations may benefit

from this characteristic in adopting their employees to the workplace (Newman et al., 2018).

Individuals high on resilience find solutions based on their former experience, which result in their job performance improvement (Cheng, Hong, & Yang, 2018; Luthans et al., 2005). Self-efficacious employees are able to meet challenges, thus helping them achieve desired objectives (Kang & Busser, 2018). Optimism improves attitude towards adverse situations at work, while hope enables employees to believe in their abilities (Newman et al., 2018). Consequently, PCap, as an overall concept, is a power for development of the organization and its employees (Avey, Wernsing, & Luthans, 2008). It helps employees perform the professional duties by taking advantage of their personal resources (Avey et al., 2011; Cheng *et al.*, 2018). Such individuals are up to the challenges and capable of seeing positive side of difficulties (Cheng *et al.*, 2018; Luthans et al., 2006). Additionally, employees high on PCap are more career-oriented and motivated to contribute to the company's success (Alessandri et al., 2018; Kang & Busser, 2018; Singhal & Rastogi, 2018).

There is evidence that employees with high PCap even in difficult circumstances keep up a positive attitude (Kang & Busser, 2018; Luthans et al., 2006). A positive nature of PCap contributes to work-related outcomes. In particular, it has a positive impact on work engagement (e.g., Alessandri et al., 2018; Cheng *et al.*, 2018; Kang & Busser, 2018), organizational commitment (e.g., Newman et al., 2018; Paek et al., 2015), service innovation behavior (e.g., Kim, Karatepe, & Lee, 2018; Schuckert et al., 2018), and job satisfaction (Liao et al., 2017). Additionally, relevant studies have

revealed that PCap is negatively related to turnover intention (e.g., Kang & Busser, 2018; Kim et al., 2017; Newman et al., 2018).

Despite evident merits of PCap, job outcomes of PCap in the hospitality literature are understudied. Recent studies on the direct relationship between PCap and its outcomes in the hospitality industry are summarized in Figure 2.

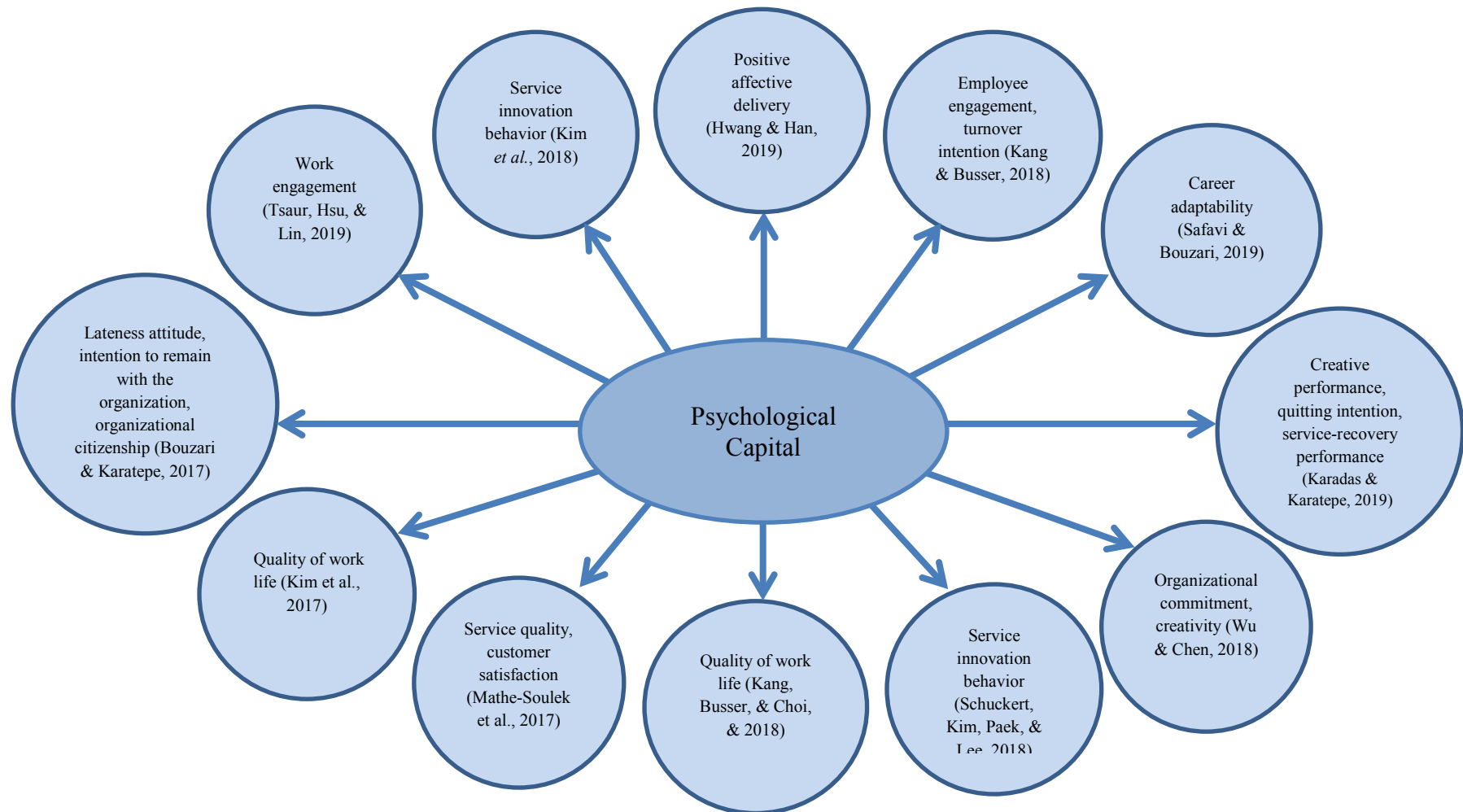


Figure 2: Recent Studies on the Direct Relationship between Psychological Capital and Its Outcomes in the Hospitality Industry (2016 to 2019).

## 2.3 Trust in Organization

The success of an organization is determined not only by the economic and market conditions but by the work-related performance of its employees. One of the key challenges is to establish an organization that would promote the correct use of the capacity of its employees. To meet this challenge and improve employees' performance, it is necessary to create an atmosphere of trust in the organization (Ozyilmaz, Erdogan, & Karaeminogullari, 2018).

Trust is “a confidence in the reliability of a person or system” in relation to a set of certain events or phenomena (Giddens, 1990, p. 34). In other words, trust is an individual's expectation of particular positive actions valuable for the trustor from the other party (Mayer, Davis, & Schoorman, 1995; Ozyilmaz *et al.*, 2018). Under the concept of trustworthiness, trust, as shown in Figure 3, comprises three core elements: ability, integrity and benevolence (Mayer *et al.*, 1995). Ability is a group of characteristics important for successful implementation of specific activities (Mayer *et al.*, 1995). For example, employees might show more confidence in their organizations if managers successfully implement the appropriate practices and demonstrate competence (Ng, 2015; Pirson & Malhotra, 2011). Integrity is a combination of principles, including adherence to a code of moral and ethical norms (Mayer *et al.*, 1995). For example, organizations which are sensitive to the rules and pay attention to respectful treatment of employees might establish a framework for trusting relationships (Nedkovski *et al.*, 2017). Benevolence refers to a quality of being altruistic and generous (Mayer *et al.*, 1995). For example, employees who feel that organizations prioritize their needs and interests might pay off and build trust in organization.

Trust in organization refers to the expectations about fair and favorable treatment and attitudes of members of the organization towards the employees and confidence in reliable and sustainable position of the organization (Colquitt & Rodell, 2011; Nedkovsky & Guerci, 2017; Ozyilmaz *et al.*, 2018). It helps achieve a mutually advantageous relationship in the workplace (Xu, Loi, & Ngo, 2016). This is corroborated by SET (Blau, 1964), which explains the benefits of social interactions between two parties. When organizations create an atmosphere of trust, employees are more likely to reciprocate through their proper workplace behavior (Lee et al., 2013; Ozyilmaz *et al.*, 2018; Yoon, Jang, & Lee 2016).

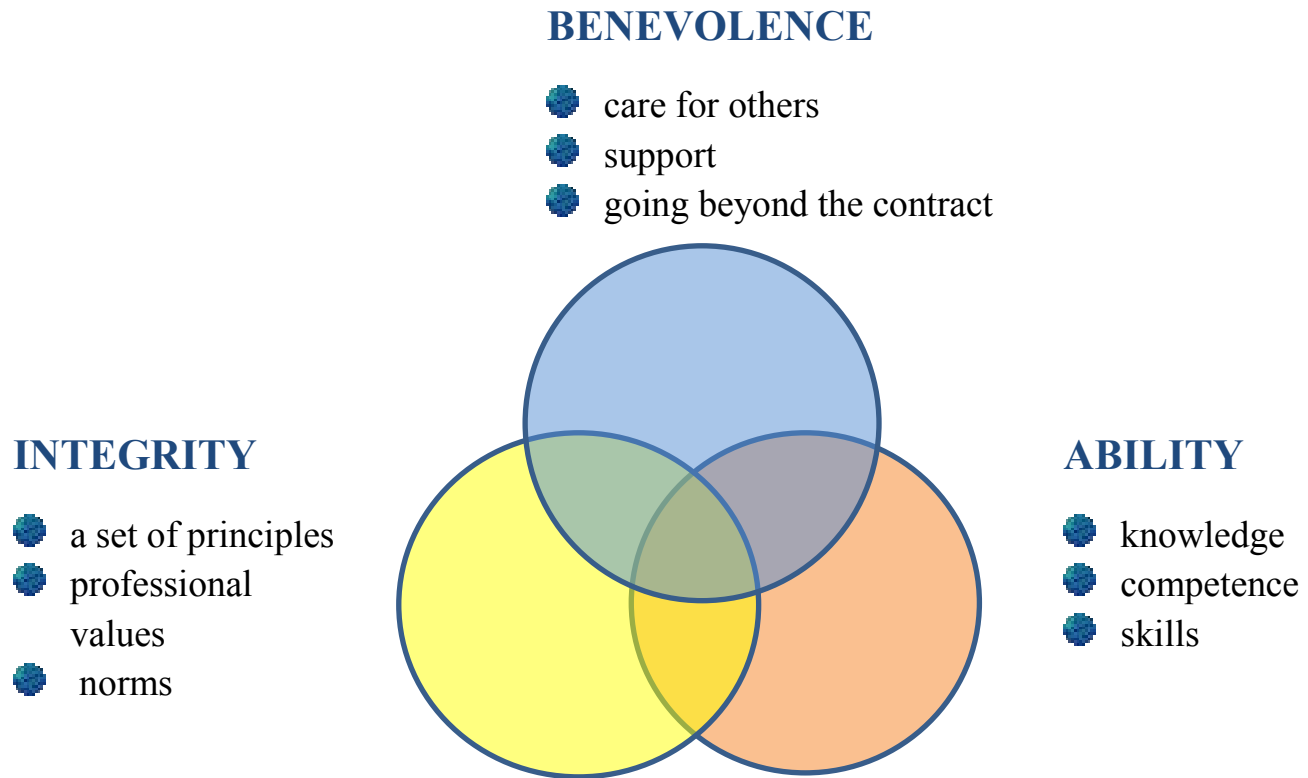


Figure 3: Elements of Trust by Mayer et al. (1995).

Pleasant organizational environment has great influence on employees' decision to trust the organization (Xu *et al.*, 2016). Especially managers consider themselves to be influential in matters of employees' trust (Newman *et al.*, 2014; Xu *et al.*, 2016). Employees in turn often associate trust in organization with trust in supervisor due to active interaction with supervisors, who are responsible for rules-setting procedures and organizational goals (Wong *et al.*, 2003). The researchers also predominantly explore the antecedents and consequences of trust in leader/ supervisor. For example, a recent study conducted in the restaurant chain in China revealed that mutual trust between leaders and their subordinates had a positive effect on employees' task performance (Kim, Wang, & Chen, 2018). Ariyabuddhiphongs and Kahn (2017) reported that the impact of transformational leadership on turnover intention was mediated by trust in manager. The mediating role of trust in leader was also explored by Javed *et al.* (2018). The results of the study indicated that trust in leader mediated the relation between ethical leader and creativity. Another recent research on trust documented that trust in supervisor was linked to employees' proclivity to leave through on-the-job embeddedness (Afsar, Shahjehan, & Shah, 2018).

Trust in organization motivates employees and makes them more decisive, which in turn increases their contribution to the development of the organization (Xu *et al.*, 2016). Moreover, trustworthy environment increases job satisfaction, creative performance and service recovery performance, task performance and organizational citizenship behavior, whereas it reduces lateness attitude (Karatepe, Ozturk, & Kim, 2019; Ozyilmaz *et al.*, 2018; Yoon *et al.*, 2016).

Recent studies confirmed the fact that trust in organization which employees experience, in conjunction with trusting the colleagues and trusting the supervisor,



plays an essential role in successful management (Nedkovsky, Guerci, De Battisti, & Siletti, 2017). Ozyilmaz *et al.* (2018) found the evidence that trust in organization acted as a moderator in the relationship between self-efficacy and job satisfaction, task performance, organizational citizenship behaviors. More recently, Karatepe *et al.* (2019) demonstrated that organizational trust fully mediated the effect of servant leadership on IntLATE, service recovery performance, and creative performance. This and other researches on trust in organization are summarized in Table 1.

Table 1: Summary of Selected Empirical Studies on Trust in Organization.

Authors (year)	Sample	Proposed relationships	Results
Chathoth, Mak, Jauhari, & Manaktola (2007)	77 hotel employees (Asia-Pacific region)	P: Organizational trust O: Employee satisfaction, service climate	Organizational trust is positively associated with employee satisfaction and service climate.
Karatepe <i>et al.</i> , (2019)	141 bank employees (Russia)	P: Servant leadership Med: Organizational trust O: intention to be late for work, service recovery performance, and creative performance	Organizational trust fully mediates the effect of servant leadership on intention to be late for work, creative performance, and service recovery performance.
Kim, O'Neill, & Jeong (2004)	269 hotel employees (South Korea)	P: Perceived organizational support Med: Trust in organization O: Organizational commitment	The relationship between organizational commitment and perceived organizational support is mediated by trust in organization.
Lee et al. (2013)	387 frontline casino employees (South Korea)	P: Corporate social behavior, responsible gambling strategies O: Organizational trust	Legal corporate social behavior and supplementary responsible gambling strategies have a positive influence on organizational trust. Compulsory responsible gambling strategies negatively affect organizational trust.

Table 1: Continued.

Authors (year)	Sample	Proposed relationships	Results
Nedkovski et al., (2017)	6000 employees (Germany, Spain, Poland, Italy, UK and France)	P: Organizational ethical climate O: Trust in organization	Benevolent and principled ethical climates are positively associated with trust in organization. Egoistic ethical climate has no significant negative effect on trust in organization.
Ozyilmaz <i>et al.</i> , (2018)	300 employees at a manufacturing company (Turkey)	P: Self-efficacy Mod: Trust in organization O: Job satisfaction, turnover intention, task performance, organizational citizenship behaviors	Trust in organization moderates the relationship between self-efficacy and job satisfaction, task performance, and organizational citizenship behaviors. Self-efficacy and turnover intention are not related when trust in organization is high.
Simha & Stachowicz-Stanusch (2015)	178 hospital employees (Poland)	P: Ethical climates O: Trust in organization	Egoistic climates negatively affect trust in organization, whereas benevolent climates are positively linked to trust in organization.
Shukla & Rai (2015)	289 IT executives (India)	P: Perceived organizational support Mod: Psychological capital O: Organizational trust	The impact of perceived organizational support on organizational trust is moderated by psychological capital.

Table 1: Continued.

Authors (year)	Sample	Proposed relationships	Results
Wong, Wong, & Ngo (2012)	247 factory employees (China)	P: Procedural justice O: Trust in organization  P: Perceived organizational support O: Trust in organization, organizational citizenship behavior	Procedural justice is positively associated with trust in organization. Perceived organizational support positively affects trust in organization and organizational citizenship behavior.
Xu <i>et al.</i> , 2016	176 bank employees (China)	P: Ethical leadership behavior Med: Trust in organization O: Procedural justice, distributive justice	Trust in organization is a mediator between ethical leadership behavior and procedural justice and distributive justice.
Yoon, Jang, & Lee, 2016	373 hotel employees (US)	P: Environmental management strategy Med: Organizational trust O: Organizational citizenship behavior	The relationship between environmental management strategy and organizational citizenship behavior is fully mediated by organizational trust.

*Note:* P= predictor, Med=mediator, Mod=moderator, O=output.

## **2.4 Outcomes of Trust in Organization**

### **2.4.1 Intention to Leave Work Early and Intention to Be Late for Work**

Since companies are eager to rely on employees to meet customer expectations and have a competitive advantage, every employee is expected to qualitatively perform his/her obligations and contribute to the objectives of the organization. Being late for work and leaving work early result in disruption of work rules and cost money for the organization (Belanger et al., 2016; Berry, Lelchhook, & Clark, 2012; Boyar *et al.*, 2005; Kim & Beehr, 2018). Employees who experience conflicts at work are prone to undesirable behavioral outcomes, which also incur indirect costs (a poor example for other employees, demoralization) (Belanger et al., 2016; Boyar *et al.*, 2005). Obviously, it becomes essential for managers to hire punctual and responsible employees who improve the quality of services and help the organization succeed as well as understand the antecedents of lateness attitude to prevent adverse outcomes.

IntLATE is an individual's cognitive and affective response to deliberate non-compliance with arriving at work on time (Foust *et al.*, 2016). Likewise, IntEARLY is a cognitive and affective response to a deliberate partial absence from work associated with early departure (Boyar *et al.*, 2005, Foust *et al.*, 2016). Nonattendance intentions are expressed through an individual's desire to distance himself from work at the beginning or end of working hours (Kim & Beehr, 2018). Moreover, nonattendance intentions and behaviors cause psychological distancing from work (Beehr & Gupta, 1978; Kim & Beehr, 2018).

Intentions to be partially absent from work accelerate absenteeism and voluntary redundancy (Rosse, 1988; Rubenstein et al., 2017). Despite the evident importance

of this problem, nonattendance intentions and behaviors are still not a matter of proper scientific interest (Karatepe *et al.*, 2019; Rubenstein *et al.*, 2017).

#### **2.4.2 Absenteeism**

Absenteeism refers to employee's unscheduled nonattendance at work (Nguyen, Groth, & Johnson, 2016; Pizam & Thornburg, 2000). It is conceptually similar to lateness attitude in terms of negative impact on profit and image of organizations (Kim & Beehr, 2018; Kocakulah *et al.*, 2016). Besides apparent negative consequences, individuals' absence behavior also undermines the code of conduct of work teams. New staff members eventually adapt their nonattendance behavior to the group norms (Russo *et al.*, 2013).

Absenteeism, as a detrimental phenomenon, disrupts the working process and increases workload of conscientious employees (Nguyen *et al.*, 2016). Illness and family-related issues are generally considered to be compelling reasons for absence behavior (Kocakulah *et al.*, 2016). Striking a work-family balance is a challenge for many employees (Karatepe & Karadas, 2016; Rastogi *et al.*, 2018). The scholars agree that absenteeism is an employees' reaction on low job satisfaction level and stress (Kocakulah *et al.*, 2016). It is particularly relevant for emotionally vulnerable frontline employees while dealing with demanding customers (Grandey, 2000; Nguyen *et al.*, 2016). Absenteeism appears to stem from other aspects related to work such as poor motivation, unfavorable work environment, and coworkers' nonattendance behavior (Kocakulah *et al.*, 2016; Lieke *et al.*, 2016; Nguyen *et al.*, 2016). Absenteeism may end up with dismissal of employees, which entails recruitment and training costs for organizations.

### 2.4.3 Creative Performance

These days, creative performance is perceived as a critical component of organizational competitiveness (Chang & Teng, 2017; Darvishmotevali, Altinay, & De Vita, 2018; Martinaityte, Sacramento & Aryee, 2019). Hence, the focus of organizations is placed on employees' creative approaches to the working process. Creative performance can be defined as an ability to generate novel and useful ideas (Wang & Netemeyer, 2004). In an organizational context, creativity refers to development of new approaches to problem solutions and unique ideas regarding products or services (Amabile, 1988; Oldham & Cummings, 1996; Wu & Chen, 2018). Consequently, improved service quality provided by creative employees boosts customer satisfaction (Darvishmotevali *et al.*, 2018; Tsa & Lee, 2014).

Based on previous studies on creativity, Gupta and Singh (2014) formulated four steps underlying employees' creative behavior. Defining a problem is the first stage. As every problem usually has diverse approaches to solutions, a great deal of information must be obtained and integrated. Once the second stage is reached, employees select the most feasible and appropriate solutions. Idea promotion behavior culminates with a creative process with convincing others (i.e. colleagues, supervisors) of usefulness of the idea.

Creative performance plays a substantial role in frontline services due to employees' direct interactions with customers and fulfilling their expectations (Martinaityte *et al.*, 2019). Frontline employees are supposed to be engaged in customers' problems and generate novel solutions to maintain a high level of service delivery (Martinaityte *et al.*, 2019). Despite the apparent opportunity of creative employees for organizations, creative performance as well as creativity-oriented practices in

frontline services have not received considerable theoretical and practical attention (Martinaityte *et al.*, 2019).

Relevant studies of recent years have contributed to our understanding of antecedents of creative performance such as intrinsic motivation and ethical leadership (Feng *et al.*, 2018), servant leadership (Williams *et al.*, 2017), emotional intelligence (Darvishmotevali *et al.*, 2018), and organizational climate (Jafri, Dem, & Choden, 2016). In addition, leaders' creativity expectations and creativity-oriented high-performance work systems have a strong influence on improving employees' creative performance (Jiang & Gu, 2017; Martinaityte *et al.*, 2019). Appreciation of the importance of employees' creativity for organizational performance results in the need for further study of its potential factors (Darvishmotevali *et al.*, 2018).

## **2.5 Theoretical Foundation**

### **2.5.1 Conservation of Resources Theory**

Social and economic changes, characteristic for the modern society, give rise to a different level of stressors which may adversely affect people. In this regard, effective coping with challenges, which require the mobilization of all available resources, is an issue of great current concern. According to Hobfoll (1989), resources refer to individuals' values which help them maintain psychological stability in difficult circumstances.

Depending on several characteristics, the resources are classified into four main groups: material (the objects owned by individuals, e.g., a house, a car), social (e.g., social status), energetic (e.g., time, knowledge), and personal (e.g., optimism, self-



efficacy) (Hobfoll, 1989; Bakker & Demerouti, 2007). The examples for each resource category are provided below.

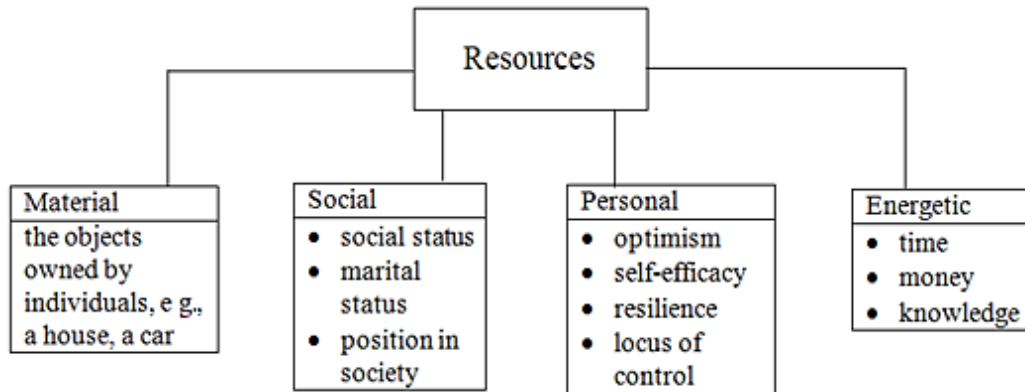


Figure 4: Types of Resources with Examples. Adapted from Hobfoll (1989).

Personal resources are the fundamental components of the individual’s ability to adjust to unforeseen situations and cope with stress owing to their main features (Gawke, Gorgievski, & Bakker, 2017; Hobfoll, 1989; Hobfoll & Lilly, 1993). First, personal resources provide a combination of individuals’ feelings conducive to taking independent decisions (Gawke *et al.*, 2017; Hobfoll *et al.*, 2003). Second, personal resources are susceptible to changes and development despite their “state-like” characteristic (Luthans, Avey, & Patera, 2008).

The core of Hobfoll’s resource concept is the principle of “conservation” of resources (1989). Individuals seek to obtain and preserve what is valuable for them and try to optimally use their resources. Parallel to this, individuals seek to restore lost and acquire new resources. According to CORT, a threat of loss of resources or an actual imbalance between the losses and acquisitions of resources cause anxiety and psychological stress (Hobfoll, 1989; Freedy & Hobfoll, 2017).

CORT is widely applied in the organizational context, explaining the formation of employee-organization resources (e.g., Freedy & Hobfoll, 2017; Gawke *et al.*, 2017; Lee, Kim, & Yun, 2018; Newman, Donohue, & Eva, 2017; Ng & Feldman, 2012; Vos, Heijden, & Akkermans, 2018; Wright & Hobfoll, 2004). Employees with additional resources fueled by organizations are less prone to resource depletion and are able to increase greatly the existing resources (Newman *et al.*, 2017; Ng & Feldman, 2012). This pattern enables to free up the resources for investment (Alessandri *et al.*, 2018; Hobfoll, 2001; Hobfoll *et al.*, 2003; Newman *et al.*, 2017; Vos *et al.*, 2018). Supportive climate at work encourages employees to invest acquired resources in the form of higher performance and engagement (Eldor & Harpaz, 2016). The lack of response by organizations may cause employees' unwillingness to invest their surplus resources (Hobfoll *et al.*, 2003; Eldor & Harpaz, 2016). For this reason, maintaining the process of employee-organization resource interface is of utmost importance.

### **2.5.2 Social Exchange Theory**

The theory of social exchange is a scientific approach based on the concept of social interaction as a process of exchange, each participant of which benefits from the actions of other participants and, in turn, performs actions that bring benefits to them (Blau, 1968). Both tangible and intangible benefits such as prestige, respect, and positive emotions, are engaged in social exchange (e.g., Ahn, Lee, & Yun, 2018; Hooper & Martin, 2008; Bordia *et al.*, 2017).

Homans (1974) explained individuals' behavior by the desire to maintain social exchange in his book 'Social Behavior: Its Elementary Forms'. The researcher

formulated five propositions to describe the mechanism of social interactions (Homans, 1974).

*Success proposition.* If a person receives a reward as the result of his particular actions, he seeks to repeat these actions. In the context of organizational behavior, the more often an employee's action is rewarded, the more likely he/she will reproduce this action. Consequently, actions that are not rewarded do not tend to be repeated. According to Homans (1974), the proposition of success is complemented by one more variable - the regularity of receiving rewards. If an action is rewarded regularly, at intervals, then the tendency to repeat this action is weaker, rather than in cases when the remuneration is irregular.

*Stimulus proposition.* The proposition is based on a stimulus (e.g., environment, time), which affects individual's behavior (Homans, 1974). If a certain action was successful in a specified situation, similar conditions in future would nudge the individual to behave in the same manner (Mitchell, Cropanzano & Quisenberry, 2012). Analogously, employees' behavior resulted in beneficial outcomes is likely to be repeated in comparable job-specific situations.

*Value proposition.* Not all results of actions have the same value for a person, that is, the more valuable the reward, the higher the probability of the corresponding action. In other words, employees are prone to perform acts which might lead to desirable job rewards (Hughes et al., 2018).

*Deprivation – satiation proposition.* Homans (1974) believed in individuals' ongoing need for encouragement and rewards. However, the more often an

individual receives certain rewards in the recent past, the faster he/she develops addiction to rewards and the less valuable every subsequent reward is (Homans, 1974). In other words, an organization which continuously rewards its employees runs the risk to decrease a reward value.

*Aggression-approval proposition.* Homans paid tribute to the role of emotions in human actions (1974). If employees do not receive the expected reward for certain actions or perceive a punishment as unjust, their anger and aggression will be translated into undesirable performance (Sanseau & Opoku, 2019). Consequently, employees who receive an appropriate reward and get unexpectedly reduced punishment willingly direct their positive emotional experience towards high performance (Sanseau & Opoku, 2019).

SET is one of the most influential conceptual paradigms for understanding the behavior of the employee at his workplace, given that the theory attempts to explain employee-manager and employee- co-workers relationships (e.g., Cropanzano & Mitchell, 2005; Cropanzano et al., 2017; Hughes et al., 2018). In an organizational context, the principle of reciprocity suggests that employees who benefit from positive relationship with superiors are motivated to attain high level of performance in gratitude (Cropanzano et al., 2017; Hughes et al., 2018). The other party feels obligated to respond. Thus, organizations and their employees are involved in reinforcing mutually beneficial social exchange relationships.

The hypotheses are given in the following chapter. The hypotheses are developed in light of CORT and SET as well as empirical findings in the literature.

## **Chapter 3**

### **HYPOTHESES**

This chapter provides an overview of the development of a conceptual model and hypotheses tested in the study. By taking theoretical frameworks (i.e., CORT and SET) into consideration, a new conceptual model was presented to address the role of trust in organization as a mediator between PCap and critical job outcomes (IntEARLY, IntLATE, absenteeism, and creative performance).

#### **3.1 Research hypotheses**

##### **3.1.1 Psychological Capital and Trust in Organization**

The aspects of CORT describe the relationship between PCap and trust in organization. According to CORT, individuals obtain and preserve personal resources (Hobfoll, 1989). Hope, self-efficacy, resilience, and optimism are highly valued personal resources, which individuals endeavor to retain (Karatepe & Karadas, 2015). Concurrently, individuals seek to recover lost and generate new resources (Bakker & Demerouti, 2017). Frontline employees optimally use current and acquire other resources in a favorable work environment (cf. Kim et al., 2017). PCap as a personal resource can therefore influence trust in organization.

Hope is a psychological state of an individual towards him or herself, which implies a belief to find the best way for attaining a goal (Simmons et al., 2009). When employees work in a supportive environment, they perceive the organization's contribution and successfully persevere towards goals. Such employees believe in

accomplishment of goals and develop trust in organization. Individuals high on resilience are sustainable in the face of problems and adaptive to challenges (Luthans *et al.*, 2004). A facilitating work environment may make resilient employees prove themselves and reinforce the perceptions of trust in organization.

Optimism is a positive state which is essential for work-related well-being (Xanthopoulou *et al.*, 2009). Optimistic employees are distinct due to their positive expectations. When employees expect and perceive favorable relationships at work, they build trust (Barber, 1983). Individuals with a strong sense of self-efficacy believe in their abilities to achieve a goal and expect their diligence to be valued by the organization (Ozyilmaz *et al.*, 2018).

On the basis of current literature, this study explores the effect of PCap as a cumulative personal resource on trust in organization. This is in line with other researches dedicated to PCap (Clapp-Smith, Vogelgesang, Avey, 2009; Shukla & Rai, 2015). It is expected that:

H1: PCap positively influences trust in organization.

### **3.1.2 Psychological Capital and Job Outcomes**

Frontline employees high on PCap are focused on a constant service improvement by meeting their obligations (Bouzari & Karatepe, 2017). According to CORT, such individuals use a pool of resources for a good cause, thereby highlight their best qualities needed for favorable outcomes (Alarcon, Bowling, & Khazon, 2013). Specifically, self-efficacious employees make every effort to achieve success by executing tasks and providing problem solutions (Tims, Bakker, & Derks, 2014). Optimists seek to obtain positive results and are likely to consider challenges at work

as the opportunities to gain experience (Xanthopoulou, Bakker, & Fischbach, 2013). Individuals high on resilience have an ability to remain calm and stay engaged in critical job-specific situations (Xanthopoulou *et al.*, 2013). Facing problems, high-hope employees tend to implement the best pathways and, if necessary, turn to the alternative strategies. This “empowering way of thinking” considerably stimulates workplace performance (Rego *et al.*, 2014; Snyder, 1994).

PCap, as a combination of hope, self-efficacy, resilience, and optimism, is a key to higher performance (Luthans *et al.*, 2007; Wingerden, Derks, & Bakker, 2017). Employees with high PCap have a positive perception of job-specific situations and demonstrate their ability when addressed the difficulties (Kang & Busser, 2018). However, only few studies have documented the effect of PCap on IntLATE, absenteeism, and creative performance (e.g., Bouzari & Karatepe, 2017; Gupta & Singh, 2014; Karadas & Karatepe, 2019; Newman *et al.*, 2014; Wu & Chen, 2018). Moreover, there is no evidence that PCap is related to IntEARLY. In line with theoretical and empirical arguments, the study proposes that:

H2: PCap negatively influences (a) IntEARLY, (b) IntLATE, (c) absenteeism and positively influences (d) creative performance.

### **3.1.3 Trust in Organization and Job Outcomes**

Positive attitude of managers towards the employees and caring about them arouse the credibility of the organization in the mind of employees and build trust, which in turn has a positive impact on organizational outcomes (Ozyilmaz *et al.*, 2018; Yoon *et al.*, 2016; Zhang & Zhou, 2014). This relationship is supported by SET (Blau, 1968), which states that individuals who benefit from the actions of their partner feel obliged to constitute reciprocative behavior (Colquitt *et al.*, 2014; Cropanzano *et al.*,

2017; Hughes et al., 2018). In other words, by providing benefits to the employees, organizations expect beneficial responses. Trust reflects the confidence of an individual to be treated fairly and in an ethical manner (Mayer *et al.*, 1995). This suggests that by creating social exchange relationships with employees and generating their trust in organization, management can achieve the goals set earlier (Cropanzano & Mitchell, 2005; Jaiswal & Dhar, 2017).

The extant literature shows that employees' trust in organization is beneficial for work-related outcomes. Specifically, trust in organization positively affects service recovery performance, justice perceptions, and organizational citizenship behaviors (Karatepe *et al.*, 2019; Ng, 2015; Xu *et al.*, 2016). Organizations should build an environment which encourages employees to display creative behavior and reduces their nonattendance intentions and behaviors (Hsieh & Karatepe, 2019; Kim *et al.*, 2018). Therefore, frontline employees' trust in organization is expected to stimulate creative performance and eliminate IntEARLY, IntLATE, and absenteeism. Taking into consideration SET and empirical results of previous researches, it is predicted that:

H3: Trust in organization negatively influences (a) IntEARLY, (b) IntLATE, (c) absenteeism and positively influences (d) creative performance.

#### **3.1.4 Trust in Organization as a Mediator**

Past researches indicated that PCap enhanced trust in organization (Shukla & Rai, 2015) and negatively influenced lateness attitude and absence intentions (Bouzari & Karatepe, 2017; Karatepe & Karadas, 2014). As previously demonstrated, PCap was positively associated with creative performance (Karadas & Karatepe, 2019; Sweetman et al, 2011). Trust in organization was also considered as a significant



predictor of performance consequences (Yoon *et al.*, 2016). The literature review and aforementioned hypotheses suggest that PCap is related to IntEARLY, IntLATE, absenteeism, and creative performance through trust in organization.

Though limited, researches on PCap of hotel employees have mostly focused on outcomes of the personal resources, rather than mediating mechanisms linking PCap to critical job outcomes (Alessandri *et al.*, 2018; Newman *et al.*, 2014).

Drawing on SET and the foregoing hypotheses, it is proposed that trust in organization as a mediator between PCap and nonattendance intentions, absenteeism, and creative performance can interpret the “benefit-reciprocatative behavior” chain (Colquitt *et al.*, 2014). In other words, employees high on PCap perceive trust in organization and as the result of beneficial relationship, they are likely to eliminate nonattendance intentions and behaviors (Bouzari & Karatepe, 2017) and improve their creative performance (Sweetman *et al.*, 2011). Drawing from the above, the following hypothesis is formulated:

H4: Trust in organization mediates the relationship between PCap and (a) IntEARLY, (b) IntLATE, (c) absenteeism, and (d) creative performance.

### **3.2 Conceptual model**

This study proposes a theoretical model in which PCap has an impact on IntEARLY, IntLATE, absenteeism, and creative performance through trust in organization. Specifically, Figure 5 presents a positive relationship between PCap and trust in organization. The model also demonstrates that trust in organization reduces IntEARLY, IntLATE, and absenteeism and enhances creative performance. Finally, the conceptual model focuses on the mediating role of trust in organization between

PCap and critical job outcomes. Gender and organizational tenure are considered as control variables due to their potential influences on study constructs (e.g., Dumas & Perry-Smith, 2018; Gartzia & Baniandres, 2019; Newman et al., 2018).

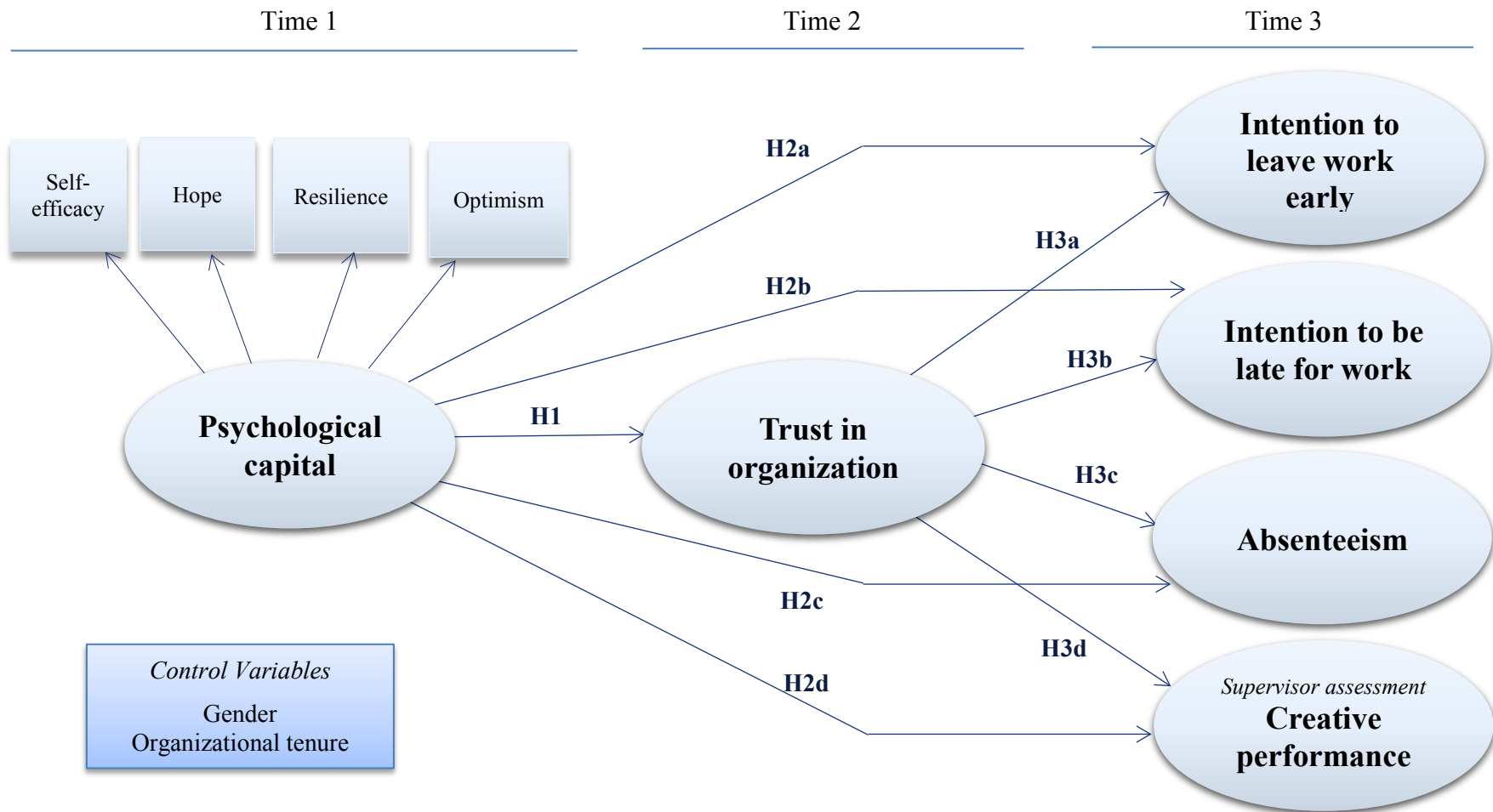


Figure 5: Conceptual model.

## **Chapter 4**

### **METHODOLOGY**

This chapter provides information about research methodology. Specifically, issues about sampling technique, data collection process, and development of questionnaires and measures are discussed. This is followed by information about the back-translation method and pilot study. Data analysis is presented in conclusion of the chapter.

#### **4.1 Sample**

The respondents were selected by using judgmental sampling technique. The data were collected from frontline employees of the four- and five-star hotels in St. Petersburg, Russia. The participants of the research were employed on a full-time basis (i.e., front desk clerks, concierges, porters, guest relations personnel, waiters/waitresses, and bartenders).

Conforming to the annual survey report “International hotel chains in Russia – 2016”, published by “Ernst and Young”, the British independent audit and advisory service company, more than a half of the international chain hotels presented in Russia are located in Moscow and St. Petersburg, which are considered as the most attractive directions for hotel operators in the country (EY, 2016). As reported, there are 25 international chain four- and five-star hotels in St. Petersburg.

## **4.2 Data Collection Procedure**

### **4.2.1 Distribution of Questionnaires**

The research team contacted the managers of each hotel via an official letter and explained the purpose of the study in order to get permission for data collection. Managers of five hotels allowed to conduct the survey and endorsed the employees' participation in the research. The questionnaires were distributed to the participants in envelopes directly and contained the information about anonymity and confidentiality on the cover page. The research questionnaires are presented in the Appendix A.

To ensure that common method bias was minimized, the recommendations outlined by Podsakoff *et al.* (2012) were implemented. The data were collected with a time lag of one week in three waves. The identification numbers were used to match the employee and supervisor questionnaires. Researchers underscore the importance of reducing the common method bias to a minimum due to its harmful effect on the magnitude of relationships among constructs (MacKenzie & Podsakoff, 2012; Min, Park, & Kim, 2016; Podsakoff *et al.*, 2012; Schuckert *et al.*, 2018)

Out of 270 questionnaires distributed to frontline employees at Time I, we received 211 sealed envelopes. Two hundred eleven questionnaires were distributed to the same respondents, one hundred eighty-eight were returned. At the third wave, the questionnaires were distributed to 188 frontline employees. Finally, one hundred fifty-nine questionnaires of employees (Time I, Time II, and Time III) were used to test the conceptual model of the study, revealing a response rate of 58,9%. We also received 159 questionnaires from the supervisors.

#### **4.2.2 Back-Translation Method and Pilot Study**

Following the recommendations described by McGorry (2000), the back-translation method was applied with the assistance of two independent individuals fluent in both Russian and English languages. To ensure proper understanding, three pilot studies of Time I, Time II and Time III questionnaires were used. These questionnaires were tested with five employees. The supervisor questionnaire, in turn, was tested with five supervisors. The analysis of feedbacks revealed the lack of necessity of changes.

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

Three waves of the survey comprised the predictor, mediating and outcome variables. The Time I questionnaire included the PCap items and demographic profile items, specifically questions about the respondent's age, gender, level of education, and organizational tenure. The Time II survey included the trust in organization items. The Time III questionnaire contained the IntEARLY, IntLATE, and absenteeism items. Creative performance was assessed by employees' immediate supervisors.

##### **4.3.1 Psychological Capital**

The 24-item measure developed by Luthans *et al.* (2007) was used to assess PCap. Responses were on a six-point scale, ranging from "6 = *strongly agree*" to "1 = *strongly disagree*". According to Luthans *et al.* (2007), the scale consisted of four subscales: hope, self-efficacy, resilience, and optimism. Sample items were "I feel confident analyzing a long-term problem to find a solution" (self-efficacy); "If I should find myself in a jam at work, I could think of many ways to get out of it" (hope); "When I have a setback at work, I have trouble recovering from moving on"

(resilience); “When things are uncertain for me at work, I usually expect the best” (optimism).

#### **4.3.2 Trust in Organization**

Trust in organization was measured by a scale developed by Robinson and Rousseau (1994). The scale consisted of seven items. Responses were indicated by using a five-point scale (“5 = *strongly agree*” to “1 = *strongly disagree*”). Sample items were “In general, I believe my employer’s motives and intentions are good” and “My employer is open and upfront with me”. The scale also included three negatively worded items (e.g., “I don’t think my employer treats me fairly”).

#### **4.3.3 Intention to Leave Work Early**

All items for IntEARLY were adapted from Foust and his colleagues (2006). The scale consisted of three items, which were rated on a seven-point scale, ranging from “7 = *strongly agree*” to “1 = *strongly disagree*”. Sample items were “Leaving work early should be acceptable as long as the work gets finished” and “I find it acceptable to leave work ten minutes early”.

#### **4.3.4 Intention to Be Late for Work**

Three items from Foust *et al.* (2006) were used to measure IntLATE. The respondents selected the statements using a seven-point scale, ranging from “7 = *always*” to “1 = *never*”. Sample items were “Occasional tardiness for work should be acceptable” and “I find it acceptable to be ten minutes late to work”.

#### **4.3.5 Absenteeism**

Absenteeism was measured using the seven-point scale developed by Autry and Daugherty (2003) (“7 = *always*” to “1 = *never*”). Sample items were “How often have you been absent from the job because you just didn’t feel like going to work?” and “How often have you taken a day off to do something else?”.

#### **4.3.6 Creative Performance**

The creative performance items were adapted from Wang and Netemeyer (2004). Response options were rated on a five point scale (“5 = *almost always*” to “1 = *never*”). Sample items were “This employee comes up with new ideas for satisfying customer needs” and “This employee generates creative ideas for service delivery”.

#### **4.3.7 Control variables**

Gender and organizational tenure were included in the present empirical study as control variables due to their potential effects on other variables. These control variables are widely acknowledged in the literature (e.g., Dumas & Perry-Smith, 2018; Gartzia & Baniandres, 2019; Newman et al., 2018). Gender was coded as a binary variable (“0=male” and “1=female”). Organizational tenure was measured in four categories (“1=less than 1 year”, “2=1-5 years”, “3=6-10 years”, and “4=11-15 years”).

#### **4.4 Data Analysis**

The main purpose of the research is to test a hypothesized model which includes trust in organization as a mediator between PCap and critical job outcomes. Therefore, the measurement and structural models were tested by a two-step approach suggested by Anderson and Gerbing (1988). The first step contained confirmatory factor analysis. Specifically, the nine-factor measurement model was estimated to ensure the convergent and discriminant validity and internal consistency of items. Then the fully and partially mediated models were compared through  $\chi^2$  difference test.



The second step included the assessment of the relationships via structural equation modeling. These analyses were made in LISREL 8.30 (Joreskog & Sorbom, 1996). The Sobel test was also applied to ensure the significance of the mediating effects.

Model fit was estimated using the “overall  $\chi^2$  measure”, “comparative fit index” (CFI), “parsimony normed fit index” (PNFI), “root mean square error of approximation” (RMSEA), and “standardized root mean square residual” (SRMR) (e.g., Hair et al., 2010; Karatepe & Talebzadeh, 2016).

Frequencies were used to report participants’ profile. Pearson product-moment correlation test was used to report the correlations among the variables.

## Chapter 5

### RESULTS

Chapter 5 is the part devoted to the results of the empirical study. The subject profile is reported through frequencies. The measurement model is tested via confirmatory factor analysis. This is done for the issues of validity and reliability analyses. Pearson product-moment correlation is utilized for reporting the association among the observed variables. Structural equation modeling is used to test the study hypotheses, followed by the Sobel test for the mediation analysis.

#### 5.1 Demographic Profile

Demographic variables of the study included age, gender, education, and organizational tenure. Forty-nine percent of the respondents were aged between 18 and 27 years ( $n=78$ ). The age of 35% of the participants was between 28 and 37 years ( $n=55$ ). Sixteen respondents were aged between 38 and 47 years (10%,  $n=16$ ). The age of nine respondents was between 48 and 57 years (6%). The age of only one respondent was 58 years or above. The majority of the respondents were female (68%,  $n=108$ ). In addition, one respondent reported having primary education (1%), while 68 participants had secondary and high education (43%). The rest had either two-year college degree (26%,  $n=42$ ), four-year college degree (28%,  $n=45$ ) or graduate degree (2%,  $n=3$ ). Forty-six respondents reported having organizational tenure of less than 1 year (29%). The majority of the participants had tenure of 1 to 5 years (53%). The rest had organizational tenure more than 5 years (18%;  $n=29$ ).

Table 2: Demographic Profile (*n*=159).

Variable	Frequency	%
<b>Age</b>		
18-27	78	49.1
28-37	55	34.6
38-47	16	10.1
48-57	9	5.6
58 and above	1	0.6
<b>Gender</b>		
Male	51	32.1
Female	108	67.9
<b>Education</b>		
Primary school	1	0.6
Secondary and high school	68	42.8
Two-year college degree	42	26.4
Four-year college degree	45	28.3
Graduate degree	3	1.9
<b>Organizational tenure</b>		
Less than 1 year	46	28.9
1-5	84	52.8
6-10	24	15.1
11-15	5	3.2

## 5.2 Measurement Model Results

In preliminary analysis three items from the optimism measure, two items from the resilience measure, two items from the trust in organization measure, and one item from the hope measure were deleted due to several criteria such as low standardized loadings and non-significant *t*-value. The remaining items were utilized in confirmatory factor analysis. The list of items is presented in Table 3. The proposed nine-factor model represented a good fit to the data: “chi-square” ( $\chi^2$ ) = 829.94, “degrees of freedom” (*df*) = 587;  $\chi^2/df$  = 1.41; “comparative fit index” (CFI) = 0.92; “parsimony normed fit index” (PNFI) = 0.70; “root mean square error of approximation” (RMSEA) = 0.051; “standardized root mean square residual” (SRMR) = 0.063.

According to the results, all loadings loaded onto their respective factors (Chin, 1998). Their *t*-values were significant. The average variance extracted (AVE) score for each latent construct was above the acceptable level (0.50), except the AVE by resilience with a value of 0.45. However, it is worth mentioning that all the loadings relevant to resilience ranged from 0.58 to 0.72. The AVE scores were presented in Table 4. Overall, the abovementioned results provided support for convergent validity.

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

Scale items	Standardized loading	<i>t</i> -value
<b><i>Self-efficacy (Luthans et al., 2007)</i></b>		
“I feel confident analyzing a long-term problem to find a solution”	0.73	10.09
Item #2	0.84	12.67
Item #3	0.70	9.81
Item #4	0.84	12.42
Item #5	0.70	9.88
Item #6	0.65	8.84
<b><i>Hope (Luthans et al., 2007)</i></b>		
“If I should find myself in a jam at work, I could think of many ways to get out of it”	0.56	7.24
Item #2	0.78	11.30
Item #3	-*	-*
Item #4	0.74	10.35
Item #5	0.74	10.44
Item #6	0.75	10.73
<b><i>Resilience (Luthans et al., 2007)</i></b>		
“When I have a setback at work, I have trouble recovering from moving on” (-)	-*	-*
Item #2	0.67	8.37
Item #3	0.72	9.66
Item #4	-*	-*
Item #5	0.58	7.45
Item #6	0.71	9.08

Table 3: Continued.

Scale items	Standardized loading	<i>t</i> -value
<b><i>Optimism (Luthans et al., 2007)</i></b>		
“When things are uncertain for me at work, I usually expect the best”	-*	-*
Item #2**	0.59	7.78
Item #3	-*	-*
Item #4	0.90	13.90
Item #5	0.86	12.98
Item #6	-*	-*
<b><i>Trust in organization (Robinson &amp; Rousseau, 1994)</i></b>		
“I believe my employer has high integrity”	-*	-*
“I can expect my employer to treat me in a consistent and predictable fashion”	-*	-*
“My employer is not always honest and truthful” (-)	0.68	9.13
“In general, I believe my employer’s motives and intentions are good”	0.71	9.78
“I don’t think my employer treats me fairly” (-)	0.65	8.59
“My employer is open and upfront with me”	0.87	12.90
“I’m not sure I fully trust my employer” (-)	0.72	9.95
<b><i>Intention to leave work early (Adapted from Foust et al., 2006)</i></b>		
“Leaving work early should be acceptable as long as the work gets finished”	0.84	12.74
“Leaving work early occasionally should be acceptable”	0.76	11.13
“I find it acceptable to leave work ten minutes early”	0.94	15.01
<b><i>Intention to be late for work (Foust et al., 2006)</i></b>		
“Tardiness to work should be acceptable as long as the work gets finished”	0.86	13.38
“Occasional tardiness for work should be acceptable”	0.88	14.01
“I find it acceptable to be ten minutes late to work”	0.93	15.13

Table 3: Continued.

Scale items	Standardized loading	<i>t</i> -value
<b><i>Absenteeism (Autry &amp; Daugherty, 2003)</i></b>		
“How often have you been absent from the job because you just didn’t feel like going to work?”	0.82	9.16
“How often have you taken a day off to do something else?”	0.67	7.77
<b><i>Creative performance (Adapted from Wang &amp; Netemeyer, 2004)</i></b>		
“This employee carries out his/her routine tasks in ways that are resourceful”	0.79	11.46
“This employee comes up with new ideas for satisfying customer needs”	0.80	11.75
“This employee generates and evaluates multiple alternatives for novel customer problems”	0.79	11.51
“This employee has fresh perspectives on old problems”	0.77	10.98
“This employee improvises methods for solving a problem when an answer is not apparent”	0.74	10.40
“This employee generates creative ideas for service delivery”	0.78	11.28

*Note:* All loadings are significant at the 0.05 level. (-) Negatively worded items. \*Dropped items during confirmatory factor analysis. Items for psychological capital are copyrighted.

Table 4: Convergent Validity of the Model.

Variable	AVE	CR
Self-efficacy	0.56	0.88
Hope	0.52	0.84
Resilience	0.45	0.77
Optimism	0.63	0.83
Trust in organization	0.53	0.85
Intention to leave work early	0.72	0.89
Intention to be late for work	0.79	0.92
Absenteeism	0.56	0.72
Creative performance	0.61	0.90

*Note:* AVE, average variance extracted; CR, composite reliability

The results in Table 4 showed that the composite reliability scores for each of nine latent variables exceeded the cutoff value of 0.60 and demonstrated satisfactory internal consistency scores (Bagozzi & Yi, 1988).

Discriminant validity was established by the criterion proposed by Fornell and Larcker (1981). According to this approach, the square root of AVE of each variable is supposed to be higher than the correlation with any other variable of the model. The results revealed that the constructs fulfilled the condition of discriminant validity with two exceptions. Firstly, the square roots of AVEs for hope (0.72) and resilience (0.67) were equal to or lower than the correlation between these two constructs. Secondly, the square root of AVE for hope was lower than the correlation between hope and optimism. Therefore, the pair-wise chi-square difference test was applied for all pairs of constructs. Following the recommendations of Anderson and Gerbing (1988), a two-factor model was compared with a single-factor model. The results for hope-resilience and hope-optimism were significant:  $\Delta\chi^2 = 38.95$ ,  $\Delta df=1$ ,  $p < 0.05$  and



$\Delta\chi^2 = 92.29$ ,  $\Delta df=1$ ,  $p < 0.05$ , respectively. Thus, discriminant validity of all the variables was confirmed. Table 5 presents the means, standard deviations, and correlations of the observed variables.

Table 5: Correlations, Means and Standard Deviation of Observed Variables.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. Gender	0.68	0.47	-										
2. Organizational tenure	1.93	0.75	-0.249	-									
3. Self-efficacy	4.63	0.75	0.099	0.179	-								
4. Hope	4.64	0.75	0.101	0.084	0.649	-							
5. Resilience	4.61	0.75	-0.055	0.163	0.501	0.594	-						
6. Optimism	4.44	0.97	0.176	-0.084	0.470	0.612	0.533	-					
7. Trust in organization	3.61	0.76	0.109	-0.092	0.247	0.457	0.291	0.414	-				
8. Intention to leave work early	2.70	1.31	-0.124	0.002	-0.172	-0.214	-0.180	-0.120	-0.204	-			
9. Intention to be late for work	2.24	1.17	-0.087	0.054	-0.118	-0.128	-0.117	-0.072	-0.200	0.683	-		
10. Absenteeism	1.53	0.66	0.012	0.018	-0.155	-0.131	-0.036	-0.216	-0.260	0.379	0.341	-	
11. Creative performance	3.67	0.81	0.026	0.088	0.322	0.390	0.273	0.331	0.409	-0.111	-0.074	-0.130	-

Note: Composite scores for each model construct were obtained by averaging scores across items representing that construct. Gender was measured in two categories (0 = “male” and 1 = “female”). Organizational tenure was measured in four categories. Correlations equal to or greater than **|0.163|** are significant ( $p < 0.05$ ) (two-tailed test). SD, Standard deviation.

### 5.3 Structural Model Results

Before employing the structural equation modeling analysis, the data were tested for normality by using skewness. The outcome of normality test referred to an acceptable level of skewness (less than 3.00) (Kline, 2011). The results were as follows: hope (-0.894), self-efficacy (-0.679), resilience (-0.429), optimism (-1.161), trust in organization (-0.596), IntEARLY (0.493), IntLATE (0.952), absenteeism (2.096), and creative performance (-0.646).

Structural equation modeling was used to examine and compare the partially mediated model ( $\chi^2 = 344.31$ ,  $df = 249$ ) with the fully mediated model ( $\chi^2 = 355.05$ ,  $df = 253$ ). The finding based on the chi-square difference test was significant. Therefore, we proceeded with the partially mediated model, which had the following fit statistics:  $\chi^2 = 344.31$ ,  $df = 249$ ;  $\chi^2 / df = 1.38$ ; CFI = 0.94, PNFI = 0.70; RMSEA = 0.049; SRMR = 0.054.

The findings of the structural equation modeling for the hypothesized model are presented in Figure 6. The Hypothesis 1 predicted a positive relationship between PCap and trust in organization. The results indicated that PCap had a positive effect on trust in organization, thus supporting Hypothesis 1 ( $\beta_{21} = 0.56$ ,  $t = 5.34$ ).

Hypothesis 2a predicted that PCap would be negatively associated with IntEARLY. However, PCap did not have a significant negative relationship with IntEARLY ( $\beta_{31} = -0.09$ ,  $t = -0.82$ ). Hypothesis 2a was not supported. Hypothesis 2b stated that PCap would have a negative effect on IntLATE. The results did not provide a significance of this relationship ( $\beta_{41} = -0.01$ ,  $t = -0.07$ ), therefore there was no empirical support for Hypothesis 2b. PCap did not have a significant negative impact on absenteeism

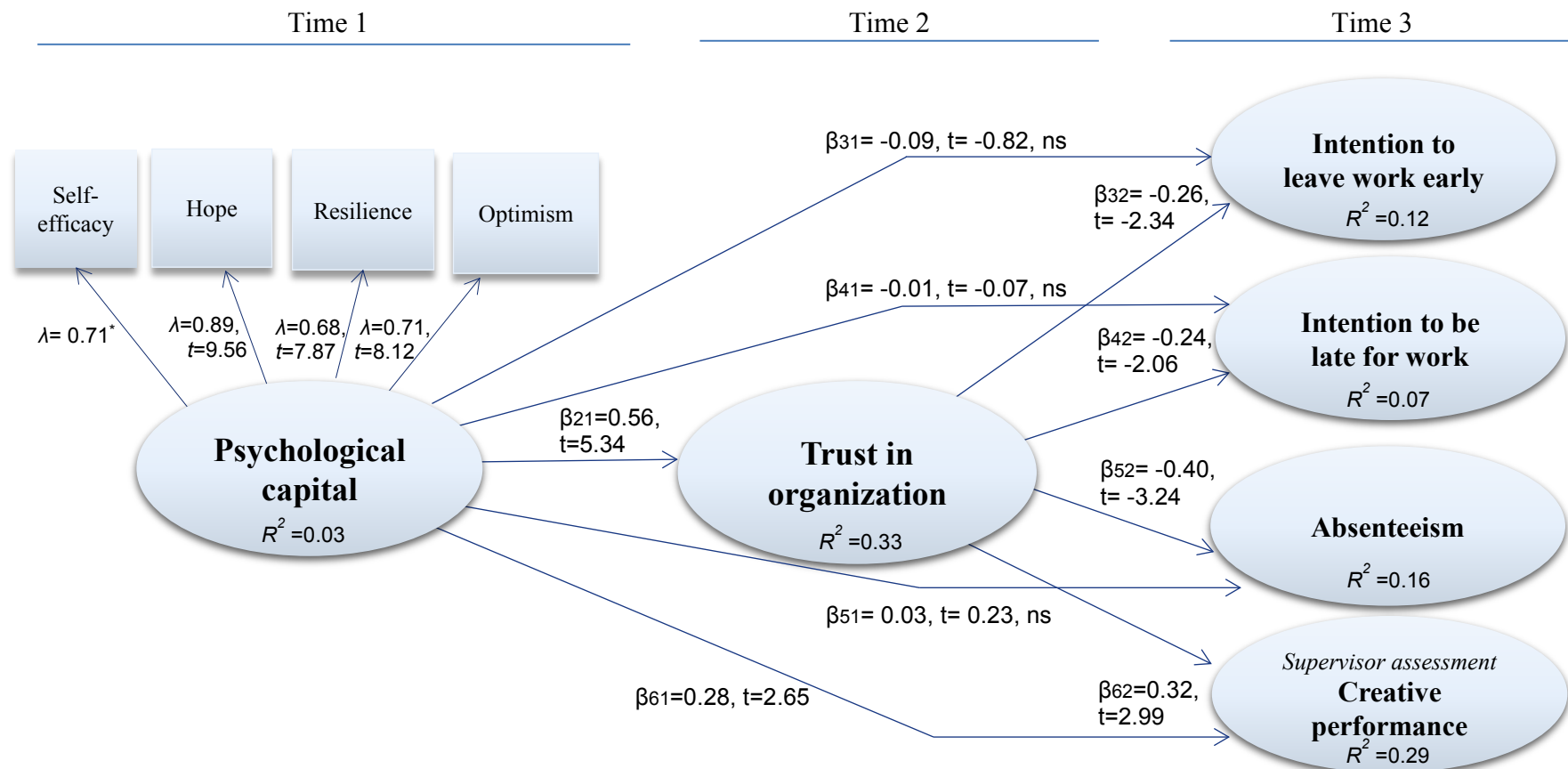
( $\beta_{51} = 0.03, t = 0.23$ ). Hypothesis 2c was not supported, either. However, Hypothesis 2d, which reported that PCap would be positively associated with creative performance, received support ( $\beta_{61} = 0.28, t = 2.65$ ).

Trust in organization was negatively related to IntEARLY ( $\beta_{32} = -0.26, t = -2.34$ ). Therefore, Hypothesis 3a was supported. Trust in organization also demonstrated a significant negative effect on IntLATE ( $\beta_{42} = -0.24, t = -2.06$ ). Hypothesis 3b was supported. The results provided a support for Hypothesis 3c, which stated that trust in organization would be negatively related to absenteeism ( $\beta_{52} = -0.40, t = -3.24$ ). Hypothesis 3d, which specified a positive association between trust in organization and creative performance, was supported ( $\beta_{62} = 0.32, t = 2.99$ ).

Hypothesis 4a proposed that trust in organization would mediate the association between PCap and IntEARLY. The Sobel test result supported this relationship ( $z = -2.14$ ). Hence, Hypothesis 4a received support. The indirect impact of PCap on IntLATE through trust in organization was also confirmed by the Sobel test ( $z = -2.01$ ). Hypothesis 4b was supported. The link between PCap and absenteeism was mediated by trust in organization. There was empirical support based on the Sobel test ( $z = -2.79$ ). Hypothesis 4c also received support. The indirect relationship between PCap and creative performance via trust in organization was significant based on the Sobel test ( $z = 2.53$ ). Therefore, Hypothesis 4c was supported.

Trust in organization, in other words, was a full mediator of the relationship between PCap and IntEARLY, IntLATE, and absenteeism. Besides, trust in organization partially mediated the link between PCap and creative performance. The results of Sobel tests were summarized in Table 6.

The findings confirmed that hope, self-efficacy, resilience, and optimism were significant indicators of PCap. The variance explained in PCap was 3%, trust in organization 33%, IntEARLY 12%, IntLATE 7%, absenteeism 16%, and creative performance 29%. The control variables did not result in any statistical confounds



Note: \* T-values are shown in parentheses except for the loading of self-efficacy that was initially fixed to 1.00 to set the metric for the underlying psychological capital variable. ns: not significant.

Figure 6: Results from Structural Equation Modeling Analysis.

Table 6: Sobel Test Results

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Relationship	<i>z</i> -value
Psychological capital → Trust in organization → Intention to leave work early	-2.14
Psychological capital → Trust in organization → Intention to be late for work	-2.01
Psychological capital → Trust in organization → Absenteeism	-2.79
Psychological capital → Trust in organization → Creative performance	2.53

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*Note:* Critical value for *z* -score is +/- 1.96.

Table 7: The Results of Hypothesis Tests

	Hypothesis	Result
H1	Psychological capital positively influences trust in organization.	supported
H2a	Psychological capital negatively influences intention to leave work early.	not supported
H2b	Psychological capital negatively influences intention to be late for work.	not supported
H2c	Psychological capital negatively influences absenteeism.	not supported
H2d	Psychological capital positively influences creative performance.	supported
H3a	Trust in organization negatively influences intention to leave work early.	supported
H3b	Trust in organization negatively influences intention to be late for work.	supported
H3c	Trust in organization negatively influences absenteeism.	supported
H3d	Trust in organization positively influences creative performance.	supported
H4a	Trust in organization mediates the relationship between psychological capital and intention to leave work early.	supported
H4b	Trust in organization mediates the relationship between psychological capital and intention to be late for work.	supported
H4c	Trust in organization mediates the relationship between psychological capital and absenteeism.	supported
H4d	Trust in organization mediates the relationship between psychological capital and creative performance.	supported



## Chapter 6

### DISCUSSION

The chapter discusses the empirical findings of the study. The theoretical implications, together with practical implications for managers, are also presented in this chapter. Limitations of the study and directions for future research are provided at the end of Chapter 6.

#### 6.1 Findings

A primary purpose of the study was to examine the role of trust in organization as a mediator between PCap and IntEARLY, IntLATE, absenteeism, and creative performance. The research model was tested based on data collected in three waves from full-time frontline employees and their supervisors in hotels in Russia. Confirmatory factor analysis was used to assess the measurement model. Structural equation modeling was implemented to examine direct and mediating effects in the model. More specifically, confirmatory factor analysis tested the factor structure of the variables and confirmed the issues of validity and reliability. Structural equation modeling was applied for estimation of all linkages of the model.

Recent researches in positive organizational behavior underlined the importance of exploring positive resources (e.g., Singhal & Rastorgi, 2018; Wu & Chen, 2018). Employees who are capable of taking advantage of their positive personal resources to meet the challenges and see a way out in complex situations (Avey et al., 2018; Cheng *et al.*, 2018). In particular, PCap is a driving force, which motivates

employees to contribute to their maximum potential (Alessandri et al., 2018; Kang & Busser, 2018; Luthans et al., 2006).

The findings of the study extended the understanding of PCap and its consequences. Specifically, it was demonstrated that PCap strengthened trust in organization. Hope, self-efficacy, resilience, and optimism, as indicators of PCap, generated other resources resulting in trustful relationship with the organization. The findings were consistent with limited researches dedicated to the link between PCap and trust (Clapp-Smith *et al.*, 2009; Shukla & Rai, 2015).

Employees' creative performance is essential for providing high quality services and meeting customers' expectations (Martinaityte *et al.*, 2019). However, creative performance cannot be improved without considering its antecedents (Darvishmotevali *et al.*, 2018). The results of the study identified the role of PCap in improving creative performance. Frontline employees high on hope, self-efficacy, resilience, and optimism provided effective ways to address problems and generate solutions. The findings were aligned with prior researches on those relationships (Gupta & Singh, 2014; Karadas & Karatepe, 2019; Newman et al., 2014, Sweetman et al., 2011).

Previous studies documented the association between PCap and IntLATE and absenteeism (Bouzari & Karatepe, 2017; Newman et al., 2014). The impact of PCap on IntEARLY had never before been explored in the general literature. Contrary to predictions, the relationships proposed in the study between PCap and IntEARLY, IntLATE, and absenteeism were not significant. Employees high on PCap, in view of their positive attitude to life, may not consider nonattendance behavior as an act of

misconduct. Such employees are result-oriented and focus on providing high quality services.

Despite the fact that trust in organization implies an employees' confidence in the reliability of organization, it helps build mutually beneficial relationships at work (Xu *et al.*, 2016). Organizations which cultivate trust and favorable environment for employees are likely to promote employees' creative performance and encourage them to display low levels of nonattendance intentions and behaviors (Hsieh & Karatepe; Kim *et al.*, 2018). The findings suggested that trust would reduce frontline employees' nonattendance intentions and absenteeism, while it would stimulate creative performance. Additionally, the results empirically confirmed the mediating role of trust in organization in the association of PCap with IntEARLY, IntLATE and absenteeism (full mediation) and mediating effect in the relationship between PCap and creative performance (partial mediation).

## **6.2 Theoretical Implications**

The study provides important theoretical implications. Firstly, the research was designed to contribute to the human resource management and service marketing literatures by demonstrating the importance of PCap for critical job outcomes. Despite the advantages of personal resources, scholars agreed that the outcomes of hotel employees' PCap had not been sufficiently explored (e.g., Karatepe *et al.*, 2019; Kim *et al.*, 2017; Newman *et al.*, 2014). The results of the study lent support to CORT, which explained the process of using current and generating new resources at work (Hobfoll, 1989).

Secondly, the present research not only explored the antecedent of trust in organization, but also approved that the atmosphere of trust would eliminate nonattendance intentions and behaviors. Along with, trust in organization stimulated creative performance. The results contributed to the SET, which provided the explanation of social exchange relationship between the organization and its employees (Blau, 1968).

Thirdly, the study added to the knowledge by assessing the influence of PCap on IntEARLY, IntLATE, absenteeism, and creative performance through trust in organization. More particularly, employees with high PCap trust their organization. This in turn results in mitigating their IntEARLY, IntLATE and absenteeism as well as improving creative performance. Developing and testing the effect of PCap on nonattendance intentions and absenteeism through trust in organization contributed to understanding how negative work-related outcomes can be reduced.

This contribution is also important for the human resource management literature due to lack of empirical studies considering and investigating mediators between employees' PCap and critical job outcomes (Alessandri et al., 2018; Newman et al., 2014).

### **6.3 Practical Implications**

The overall results of the study revealed that PCap influenced IntEARLY, IntLATE, and absenteeism only through trust in organization, while it was directly and indirectly related to creative performance assessed by supervisors. Employees with creative skills generate new ideas and successfully handle customers' complaints (Karadas & Karatepe, 2019). Based on these findings, it is recommended to employ

individuals with high PCap in job positions which require demonstration of creative performance and management of complaints (e.g., guest relations personnel, front desk agents).

As PCap enhanced trust in organization, managers should retain self-efficacious, optimistic, hopeful, and resilient employees. In particular, implementation of human resource practices such as reward systems, fair recognition, and career opportunities may keep employees with high PCap engaged in their work.

Trust, as an essential component of successful human resource management, decreased IntEARLY, IntLATE and absenteeism and fostered creative performance. It is noteworthy that trust is a critical element linking PCap to nonattendance intentions and behaviors as well as creative performance. The implementation of various practices may assist to build organizational trust on the part of employees. It is also important to note, that the supervisors should be trained in the fair implementation of human resource practices.

First, a clear statement of organizational goals and objectives will enable subordinates to feel responsibility for the organization. The defining feature of the goals is that they must be feasible, achievable, and understandable to the employees. Daily briefings and weekly meetings may aid the effectiveness of the technique. Additionally, it is necessary to develop values and norms aimed to improve cooperation by means of personnel training and corporate events. A convergence of organizational values with those of employees is a sign of trustworthy relationship.

Second, management should consider the employees' feedback. Face-to-face meetings enable managers to take into account the interests of employees, maximize the effectiveness of interactions with them, and assess the accuracy of information transmitted by the leaders. Feedback talks may help identify the causes of failure, eliminate employees' nonattendance intentions and absenteeism. Feedback allows employees to make necessary adjustments to their performance.

Third, the presence of criteria for career progression is one of the components of high motivation and organizational trust. Employees must be assured that their effort and diligence are appreciated. Therefore, the development of clear criteria for promotion allows employees to properly understand the actions of managers and trust them.

In conclusion, the involvement of employees in the decision of some organizational issues within the scope of their competence may result in creating atmosphere of trust by providing more objective decisions. Moreover, this practice improves employees' creative performance, which contributes to the emergence of new ideas and initiatives.

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

Despite the strengths discussed so far, the study has several limitations which provide areas and directions for future research. First, the data were obtained from different sources, with a one-week interval in three waves to measure PCap, trust in organization, nonattendance intentions and behaviors, and creative performance. Although the direction of causality is determined, the intervals between collections of data for independent, mediating and dependent variables are relatively short.

Future studies are suggested to replicate the model with a longer time lag to confirm the relationships between aforementioned variables.

The research considerably contributes to the hospitality literature on PCap and its consequences. The analysis of PCap's elements such as hope, self-efficacy, resilience, and optimism and their job outcomes rather than assessing the composite variable may also contribute to the positive organizational behavior studies and hospitality research.

Although supervisors' assessment was used to measure frontline employees' creative performance, data on nonattendance intentions and behaviors were self-reported. The comprehensiveness of the present study may be enhanced by using actual attendance record sheet (Hsieh & Karatepe, 2019).

Data were collected from frontline hotel employees in Russia. The findings of the research may limit its generalization to other industries and countries. Additionally, employees providing frontline services due to their direct interactions with customers are emotionally vulnerable. Using a larger sample in other occupational groups and conducting a research in other countries may lead to a thorough understanding of interrelationships between PCap, trust in organization, IntEARLY, IntLATE, absenteeism, and creative performance.

## Chapter 7

### CONCLUSION

The present study explored PCap in relation to trust in organization, IntEARLY, IntLATE, absenteeism, and creative performance. Full-time frontline employees in hotels and their supervisors were invited to participate in the research. Four- and five-star international chain hotels in St. Petersburg Russia were selected for gathering data. Conducting a study in Russia which was underrepresented in the international human resource management and service marketing literatures contributed to the understanding of PCap, trust in organization and critical job outcomes in developing countries.

The survey was carried out in three waves with a time lag of one week. That was deemed necessary to minimize common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012). The questionnaires were translated into Russian by the back-translation method. A pilot study was conducted to ensure the understandability of the items.

The measurement and structural models were tested by implementing a two-step approach, which comprised confirmatory factor analysis and structural equation modeling (Anderson & Gerbing, 1988). The mediating effect of trust in organization in the association between PCap and IntEARLY, IntLATE, absenteeism, and creative



performance was supported by the Sobel test. The overwhelming majority of hypotheses were supported.

Based on CORT and SET, the research model brought new insights to interrelationships of PCap, trust in organization, nonattendance intentions and behaviors, and creative performance. First, there was a lack of empirical evidence on PCap and its outcomes in the hospitality literature. The present research investigated the consequences of PCap in hospitality industry, confirming the importance of personal resources for work-related outcomes.

Second, employees often equated trust in organization with trust in manager/leader. Besides, most of the studies on trust focused on employee-manager relationship, whereas this study shed light on the importance of employees' trust in organization for eliminating nonattendance intentions and behaviors and boosting creative performance.

Third, the findings did not provide support to the association between PCap and IntEARLY, IntLATE, and absenteeism, which might reflect the specificities of hotel frontline employees' personal resources. In particular, employees high on PCap may already be concentrated on hard work and meet the obligations on time.

Lastly, the results demonstrated that not only the atmosphere of trust, but positive personal resources of employees reduced nonattendance intentions and behaviors and stimulated their creative performance. Specifically, the empirical study led to a better understanding of crucial role of PCap in mitigating IntEARLY, IntLATE, and

absenteeism and fostering creative behavior through developing their trust in organization.

The study provided limitations, future research directions, and important theoretical and practical implications for enhancing frontline employees' job outcomes.

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## **APPENDICES**

## **Appendix A: The Research Questionnaires**

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

“Dear Respondent:

This study which is initiated by university-based researchers is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. Participation is voluntary but encouraged. Management of your hotel fully endorses participation. 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. Anastasia Ozturk through her e-mail address: [anastasia.ozturk@emu.edu.tr](mailto:anastasia.ozturk@emu.edu.tr).

Thank you for your kind cooperation”.

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**SECTION I.**

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

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

<b>01.</b> “I feel confident analyzing a long-term problem to find a solution.”	1	2	3	4	5	6
<b>02.</b> <i>(Copyrighted item #2)</i>	1	2	3	4	5	6
<b>03.</b> <i>(Copyrighted item #3)</i>	1	2	3	4	5	6
<b>04.</b> <i>(Copyrighted item #4)</i>	1	2	3	4	5	6
<b>05.</b> <i>(Copyrighted item #5)</i>	1	2	3	4	5	6
<b>06.</b> <i>(Copyrighted item #6)</i>	1	2	3	4	5	6
<b>07.</b> “If I should find myself in a jam at work, I could think of many ways to get out of it.”	1	2	3	4	5	6
<b>08.</b> <i>(Copyrighted item #8)</i>	1	2	3	4	5	6
<b>09.</b> <i>(Copyrighted item #9)</i>	1	2	3	4	5	6
<b>10.</b> <i>(Copyrighted item #10)</i>	1	2	3	4	5	6
<b>11.</b> <i>(Copyrighted item #11)</i>	1	2	3	4	5	6
<b>12.</b> <i>(Copyrighted item #12)</i>	1	2	3	4	5	6
<b>13.</b> “When I have a setback at work, I have	1	2	3	4	5	6

trouble recovering from moving on.”						
14. (Copyrighted item #14)	1	2	3	4	5	6
15. (Copyrighted item #15)	1	2	3	4	5	6
16. (Copyrighted item #16)	1	2	3	4	5	6
17. (Copyrighted item #17)	1	2	3	4	5	6
18. (Copyrighted item #18)	1	2	3	4	5	6
19. “When things are uncertain for me at work, I usually expect the best.”	1	2	3	4	5	6
20. (Copyrighted item #20)	1	2	3	4	5	6
21. (Copyrighted item #21)	1	2	3	4	5	6
22. (Copyrighted item #22)	1	2	3	4	5	6
23. (Copyrighted item #23)	1	2	3	4	5	6
24. (Copyrighted item #24)	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?

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

**Thank you.**

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

“Dear Respondent:

This study which is initiated by university-based researchers is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. Participation is voluntary but encouraged. Management of your hotel fully endorses participation. 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. Anastasia Ozturk through her e-mail address: [anastasia.ozturk@emu.edu.tr](mailto:anastasia.ozturk@emu.edu.tr).

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“Please use the following scales to indicate your level of agreement or disagreement with each statement:

(1) I strongly disagree

(2) I disagree

(3) I am undecided

(4) I agree

(5) I strongly agree”

<b>1.</b> “I believe my employer has high integrity.”	1	2	3	4	5
<b>2.</b> “I can expect my employer to treat me in a consistent and predictable fashion.”	1	2	3	4	5
<b>3.</b> “My employer is not always honest and truthful.”	1	2	3	4	5
<b>4.</b> “In general, I believe my employer’s motives and intentions are good.”	1	2	3	4	5
<b>5.</b> “I don’t think my employer treats me fairly.”	1	2	3	4	5
<b>6.</b> “My employer is open and upfront with me.”	1	2	3	4	5
<b>7.</b> “I’m not sure I fully trust my employer.”	1	2	3	4	5

**Thank you.**



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

“Dear Respondent:

This study which is initiated by university-based researchers is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. Participation is voluntary but encouraged. Management of your hotel fully endorses participation. 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. Anastasia Ozturk through her e-mail address: [anastasia.ozturk@emu.edu.tr](mailto:anastasia.ozturk@emu.edu.tr).

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## SECTION I.

“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) I slightly disagree
- (4) I am undecided
- (5) I slightly agree
- (6) I agree
- (7) I strongly agree”

<b>01.</b> “Leaving work early should be acceptable as long as the work gets finished.”	1	2	3	4	5	6	7
<b>02.</b> “Leaving work early occasionally should be acceptable.”	1	2	3	4	5	6	7
<b>03.</b> “I find it acceptable to leave work ten minutes early.”	1	2	3	4	5	6	7
<b>04.</b> “I find it acceptable to be ten minutes late to work.”	1	2	3	4	5	6	7
<b>05.</b> “Tardiness to work should be acceptable as long as the work gets finished.”	1	2	3	4	5	6	7
<b>06.</b> “Occasional tardiness for work should be acceptable.”	1	2	3	4	5	6	7

**SECTION II.**

“Please indicate the frequency which describes each behavior by crossing the number using the following five-point scale:

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

<b>07.</b> “How often have you been absent from the job because you just didn’t feel like going to work?”	1	2	3	4	5	6	7
<b>08.</b> “How often have you taken a day off to do something else?”	1	2	3	4	5	6	7

**Thank you.**

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

**(Supervisor Assessment)**

“Dear Respondent:

This research is initiated by university-based researchers. Its purpose is to obtain information regarding frontline hotel employees’ performance under your supervision. Therefore, each questionnaire (to be self-administered by you) will belong to each frontline hotel employee who is supervised by you.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. Participation is voluntary but encouraged. Management of your hotel fully endorses participation. 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. Anastasia Ozturk through her e-mail address: [anastasia.ozturk@emu.edu.tr](mailto:anastasia.ozturk@emu.edu.tr).

Thank you for your kind cooperation”.

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“Please indicate the frequency which indicates each behavior by crossing the number using the following five-point scale:

- (1) Never
- (2) Seldom
- (3) Sometimes
- (4) Usually
- (5) Almost always”

<b>01.</b> “This employee carries out his/her routine tasks in ways that are resourceful.”	1	2	3	4	5
<b>02.</b> “This employee comes up with new ideas for satisfying customer needs.”	1	2	3	4	5
<b>03.</b> “This employee generates and evaluates multiple alternatives for novel customer problems.”	1	2	3	4	5
<b>04.</b> “This employee has fresh perspectives on old problems.”	1	2	3	4	5
<b>05.</b> “This employee improvises methods for solving a problem when an answer is not apparent.”	1	2	3	4	5
<b>06.</b> “This employee generates creative ideas for service delivery.”	1	2	3	4	5

**Thank you.**

**Appendix B: The Journals which Published the Articles Referencing Psychological Capital (2008 to 2018).**

1. *“International Journal of Hospitality Management”*
2. *“Journal of Hospitality & Tourism Research”*
3. *“International Journal of Contemporary Hospitality Management”*
4. *“Journal of Organizational Behavior”*
5. *“The International Journal of Human Resource Management”*
6. *“Human Resource Management”*
7. *“Journal of Management”*
8. *“Journal of Business Research”*
9. *“Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior”*
10. *“Journal of Applied Behavioral Science”*
11. *“Academy of Management Learning & Education”*
12. *“Organizational Dynamics”*
13. *“Leadership & Organization Development Journal”*
14. *“Asia-Pacific Journal of Business Administration”*
15. *“Personnel Psychology”*
16. *“Canadian Journal of Administrative Sciences”*
17. *“International Journal of Stress Management”*
18. *“Career Development International”*
19. *“Journal of Organizational Behavior Management”*
20. *“Human Resource Development Quarterly”*
21. *“Journal of Education for Business”*
22. *“Journal of Advanced Nursing”*

23. *“Journal of Occupational Health”*
24. *“Journal of Occupational Health Psychology”*
25. *“Journal of Managerial Psychology”*
26. *“Journal of Leadership & Organizational Studies”*
27. *“Journal of Happiness Studies”*
28. *“Stress and Health”*
29. *“Leadership & Organization Development Journal”*
30. *“Journal of Air Transport Management”*
31. *“Annual Review of Organizational Psychology and Organizational Behavior”*
32. *“Journal of Management Development “*
33. *“Journal of Business Venturing”*
34. *“Career Development International”*
35. *“Service Business”*
36. *“Journal of Vocational Behavior”*
37. *“Management Decision”*
38. *“International Journal of Nursing Studies”*