



## Article Title

Test of a mediation model of psychological capital among hotel salespeople

## Citation

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## Abstract

This paper aims to propose and test a research model that examines psychological capital as a mediator of the effect of servant leadership on lateness attitude, intention to remain with the organization, service–sales ambidexterity and service-oriented organizational citizenship behaviors.

## Methods

Data were gathered from hotel salespeople using a three-wave design with a two-week time lag between each wave in Iran. In total, 26 supervisors assessed salespeople's service-oriented organizational citizenship behaviors. Structural equation modeling was used in the assessment of the direct and mediating effects.

## Results

The findings reveal that psychological capital functions as a full mediator of the influence of servant leadership on the aforementioned outcomes. Specifically, servant leadership fosters salespeople's psychological capital. Such employees in turn display reduced lateness attitude and express an increased intent to remain with the organization. They also have favorable perceptions of service–sales ambidexterity and exhibit service-oriented organizational citizenship behaviors at elevated levels.

## Conclusion

As is evident from the results reported in the preceding section, the research model is viable. As per direct effects, servant leadership positively influences PsyCap. Consistent with SDT (Ryan and Deci, 2000), servant leaders who satisfy the psychological needs (i.e. competence, autonomy, relatedness) of salespeople enhance salespeople's PsyCap. Salespeople are more self-efficacious, hopeful, resilient and optimistic in an environment where they respect and admire their servant leaders. This is due to the fact that servant leaders put their followers first and focus on serving the needs of their followers. The results further suggest that PsyCap boosts salespeople's intention to remain with the organization and service-oriented OCBs and leads to favorable perceptions of service–sales ambidexterity, while it mitigates their intentions to be late for work. In agreement with COR theory, salespeople who have an accumulation of personal resources (e.g. self-efficacy) display desirable outcomes (Alarcon et al., 2013). Such employees express an increased intent to stay in the organization and exhibit lower intentions

to be late for work. They have favorable perceptions of the organization's service–sales ambidexterity. That is, they are interested in seeking the sales potential of market segments and creative ways to increase number of sales and focusing on surveying current customer satisfaction. Salespeople high on PsyCap also exhibit high levels of service-oriented OCBs. Simply put, they are ready to demonstrate extra role performance in challenging service encounters to meet and exceed customer expectations. As per mediating effects, the results suggest that PsyCap functions as a full mediator between servant leadership and the previously stated outcomes. This is consistent with the LMX theory (Van Dierendonck, 2011). Specifically, servant leadership activates salespeople's PsyCap. Salespeople working under the umbrella of servant leadership believe that they are capable of carrying out tasks due to competence and confidence in their skills and abilities (Avey, 2014) and ascertain potential ways to accomplish their goals and even seek alternative ways if their initial strategies are not useful (Yavas et al., 2013). They are optimistic about succeeding now and in the future (Luthans et al., 2007) and have the capacity to bounce back from adversity (Avey et al., 2011). These salespeople in turn show reduced proclivity to be late for work and express an increased intent to remain with the organization. Such salespeople also have favorable perceptions of service–sales ambidexterity and display higher levels of service-oriented OCBs.